



Horowhenua District Council

Organisation Performance Report

10 December 2025

Nā te Kaiwhakahaere Matua Chief Executive Introduction and Executive Summary



About This Report

This full Organisation Performance Report is prepared for every second full Council meeting and provides a comprehensive overview of the activities of each of the six groups within Council, a financial summary report and reporting against each of the Statement of Service Provisions (SSPs) and Organisation Performance Measures (OPMs).

The report aligns with the Council's 2024/25 Plan on a Page and reports on the status of each Priority area identified by Council.

The reporting period for Health and Safety, Group Updates and Top Priorities is 1 October – 24 November 2025.

The financial reporting, SSPs and OPMs is for the 2025/26 financial year to 31 October 2025.

Executive Summary

In October, local elections were held, confirming the elected members for Council and the Te Awahou Foxton Community Board for the 2025–28 term. We warmly congratulate all those who were elected and sincerely thank everyone who stood for Council and the Community Board, and those who voted in the election, helping shape the future of our district for years to come.

Shortly after the elections, the induction process for new elected members began with a pōwhiri. This special ceremony, led by Muaūpoko and Ngāti Raukawa ki te Tonga, welcomed elected members into their new roles, along with their whanau. The pōwhiri reflected the strong partnership between Council and local iwi, while celebrating the sense of connection and community that underpins local government.



The induction process continued with the inaugural meeting of Council and Te Awahou Foxton Community Board. Mayor Bernie, Councillors and Community Board members were officially sworn in, supported by whanau and friends in attendance. Chambers was filled with a warm sense of excitement and optimism, as our elected members took their oath of office.

Together, these events set a positive and welcoming tone for the term. As we move forward, we look forward to the new Council and Community Board bringing their vision and energy to serving our community.





Progress on Three Waters Reform – Central Districts Water

The partnership between Horowhenua District Council, Palmerston North City Council, and Rangitikei District Council to establish a new organisation for delivering three waters services has reached two key milestones.



The Government has approved the partnership's joint Water Services Delivery Plan, and the new entity has officially been named Central Districts Water. The plan outlines how drinking water, wastewater and stormwater services will be delivered in the future and provides the framework for establishing a jointly owned Water Services Council Controlled Organisation, in alignment with the Government's Local Water Done Well policy.

The Department of Internal Affairs, which oversees the water reform process, approved the plan with only minor clarifications, reflecting the thorough preparation and planning undertaken by the three councils. The next steps involve working closely across all three councils to implement the plan and establish the new organisation.

The creation of Central Districts Water ensures that water assets remain locally owned, supports compliance with evolving government regulations, and enables the delivery of resilient and sustainable water services while maintaining affordability for communities.

The new brand and organisational identity have been developed to reflect the natural features and communities of the partner councils. Ongoing work will focus on strengthening the organisation's identity in collaboration with iwi partners, local communities and the people it serves, with a focus on long-term sustainability and care for water resources.

Summary of Group Activities

During this reporting period, the Community Development Team has progressed initiatives aligned with the Community Wellbeing Strategy, fostering collaboration, community-led projects, and a sense of belonging. Key achievements include the launch of the Horowhenua Mana Kai Network, which has improved access to healthy food, including the planting of fruit trees at Hinemoa House. Refugee participation in local elections

empowered over 60 new voters through ambassador-led outreach, and the Mayor's Taskforce for Jobs Job Café continues to support rangatahi with employment skills and social connections. The Age on the Go Expo attracted a record 70 stallholders, promoting wellbeing and inclusion for older residents, while \$112,000 in grants were allocated across community initiatives, including climate action projects.

Libraries, youth spaces, and community hubs have remained vital in fostering connection, learning, and creativity. Highlights include Poetry and Pizza events, school holiday programmes led by local tamariki, and the expansion of youth Chill Zone sessions to Foxton. Digital inclusion efforts progressed through the Digi-Coaches programme, offering one-on-one support and career-focused virtual reality sessions. Council also hosted international visitors for the 25th anniversary of KohaCon, showcasing Horowhenua's global contribution to library systems. The Strategic Recreation Investment Framework advanced, helping sporting clubs align planning with community priorities.

Regulatory Services staff managed a range of compliance matters, working closely with Police, Public Health, Horizons Regional Council, and legal advisors. Key activities included implementing the Dog Control Policy and Responsible Dog Owner Approval, issuing abatement notices, and processing event and amusement device licences. Improvements to customer pathways and CRM systems strengthened service consistency and responsiveness.

In Community Infrastructure, the Land Transport team has progressed road rehabilitation projects including Whirokino Road, CD Farm Road and Bruce Road, with the latter contingent on NZTA funding. The resurfacing programme is on track, footpath renewals are being accelerated, and a district-wide signage audit successfully corrected non-compliance issues.

In Solid Waste, a three-year Waste Services Agreement was signed, with the food scraps trial demonstrating 30% resident participation within the trial area. Planning for a Levin Resource Recovery Centre and remediation of the Levin Old Landfill is ongoing, and the bylaw review is expected to reach draft completion by February 2026.

The Local Waters team has delivered strong outcomes in water and wastewater services, with nearly all domestic water meters installed in Levin, upgrades completed at Foxton Beach Water Treatment Plant, and wastewater treatment improvements at Levin WWTP and Mangaore Village progressing on schedule. Stormwater consent and intervention projects are underway, with ongoing engagement with iwi and community stakeholders to ensure environmental compliance and water quality improvements.

The Community Vision and Delivery Group achieved several strategic milestones, including the adoption of the Annual Report 2024/25 with a clean audit, and preparation is well underway for the Annual Plan 2026/27. Communications campaigns successfully engaged communities on elections, events, water conservation and major infrastructure projects. The Horowhenua Destination Management Plan was endorsed, with a summer marketing

campaign launched and new district visitor maps being finalised. Economic development work continues through the implementation of the Economic Development Strategy 2025–2035, with the Levin Retail Transformation Strategy progressing as part of the broader Levin Town Centre Transformation. Integrated Growth and Planning projects include Plan Change 6A, the Tararua Road Master Plan and the Levin Development Framework, alongside preparation for upcoming resource management reform. Key strategic projects such as the Levin Town Centre Transformation, Ō2NL Expressway and revocation, and Foxton/Shannon community plans continue to advance.

In Housing and Business Development, building consent volumes remain strong, with 97% processed within statutory timeframes and with changes to how we deliver our service, an improving customer experience has been evident. Resource consenting is being streamlined, with aged consents being closed and monitoring processes refined.

The Finance team continues to monitor and track budgets and has seen a positive forecast variance to budget of approximately \$400k, with potential to reach \$500k. Officers continue to look at processes and efficiencies that can be made to improve the customer experience such as promoting e-invoicing which will in turn reduce postage costs. The three yearly draft property revaluations for 2025 have been finalised by QV, with public notification and objection periods scheduled in line with statutory requirements.

The Business Performance team successfully completed the 2025 local elections, initial onboarding of elected members and is now focused on delivering an extensive induction programme. The induction programme contains a mix of in-house and external trainings, and workshops presented by the Chief Executive and officers.

Finally, the Capability and Transformation team has been focused on enhancing the customer and community experience, process improvements and reporting capabilities. Initiatives included reviewing customer email pathways, mapping repeat interactions and streamlining reporting through Power BI. The deployment of Windows 11 devices was largely completed, with the project now moving into its second phase.

Overall, the Council's collective efforts demonstrate strong performance, progress on strategic priorities and a continued commitment to enhancing services, infrastructure and community wellbeing across the Horowhenua District.

Finally, on behalf of the team, I wish everyone a safe and happy festive season.

Monique Davidson

Chief Executive

Ngā Ihirangi

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Pūrongo mō te Hauora me te Haumaru

Health and Safety Report



Pūrongo mō te Hauora me te Haumaru

Health and Safety Report

Leadership

Mental Health Awareness Week

This quarter, kaimahi across the organisation demonstrated strong leadership by planning and delivering a range of activities for Mental Health Awareness Week in October. Kaimahi took the lead in designing and facilitating events including quizzes, puppy therapy visits, podcasts and audiobook recommendations, and team-led discussions, highlighting the importance of mental health and wellbeing.

A key feature of the week was the empowerment of kaimahi to turn their ideas into meaningful initiatives. Leadership was visible across all facilities, each delivering their own programme of activities with a safety-focused approach.

Risk Management

Health and Safety Worksite Inductions

In preparation for the work to be undertaken at the Levin Wastewater Treatment Plant on the project for the inlet pipe and bulk mains wastewater upgrade and renewals, a health and safety induction was conducted by HDC staff with the contractors at the worksite.

The induction is designed to identify and communicate hazards specific to the site and ensure safety procedures, emergency processes and reporting requirements are communicated and understood.



LWWTP – contractor setting up safety fencing before work commences.

Council ensure that work site induction documents are available at all the buildings, facilities and plants where staff and contractors complete work tasks. A thorough induction helps reduce the risk of injury, ensures safety communication for those on the work site, and promotes a safe and inclusive working environment. It also sets the tone for a proactive safety culture where everyone understands their role.

A work site induction is an essential onboarding process that ensures anyone entering a worksite, such as employees, contractors, visitors or volunteers, understands the health, safety, and operational requirements of that environment before they begin work.

Worker Engagement

Komiti Oranga Roadmap

Komiti Oranga (Health and Safety Committee) has developed a roadmap to strengthen the organisational focus on Health, Safety and Wellbeing, while supporting continuous improvement at all levels. Over the next 12-18 months, our key priorities include:

- **Embedding a proactive culture** through increased visibility, meaningful engagement, and expanded leadership opportunities.
- **Building health and safety capability** by providing education, resources and guidance that empower the Health and Safety Representatives (HSRs) to champion health, safety and wellbeing alongside our Kaimahi.
- **Fostering active engagement** across all levels of the organisation to achieve shared outcomes that we will collectively deliver.

This roadmap sits alongside the Komiti Oranga Working Agreement and HSR Handbook as part of the guiding documentation. It provides clear direction and a future-focused outlook, reflecting the ongoing commitment to ensuring Kaimahi feel supported by both HSRs and Komiti Oranga. Ultimately, it reinforces our shared goal of embedding health, safety and wellbeing at the heart of everything we do.

Group Updates Introduction

There are six groups within the Council:

- Community Experience and Services
- Community Infrastructure
- Community Vision and Delivery
- Housing and Business Development
- Organisation Performance
- Capability & Transformation.

Each group has provided a general update in this report and in addition, relevant activity updates for the reporting period 16 August – 24 November 2025.

Ngā Taiwhanga ā-Rēhia me ngā Ratonga Community Experience and Services

Te Tautāwhi I te Hapori Community Support Activity

General Update

Council's Community Development Team has experienced a few changes recently, but the heart of the mahi remains strong. Despite the movements within the team, they continue to deliver impactful work that directly supports the Community Wellbeing Strategy and its action plan. Our community networks remain the pou that ground and guide this mahi, providing the relationships and insight that make genuine community outcomes possible.

In December, we are looking forward to bringing all our community wellbeing network groups together for an end-of-year celebration. A chance to acknowledge the partnerships, collaboration, and shared effort that sit behind our progress.

As we approach the end of the year, there is much to reflect on and celebrate. The Community Wellbeing Committee and the wider strategy framework have continued to strengthen, embedding themselves more deeply across Council's work. We are incredibly proud of the way our team grows community voice, enables community-led development, and fosters a sense of place and belonging for people across our district.

What we are delivering

Launch of the Horowhenua Mana Kai Network

In September, in conjunction with the Electra Business After 5 function, the Horowhenua Mana Kai Network was officially launched by Di Rump, CEO of Muaūpoko Tribal Authority who are a member of the Network. This kaupapa was initially facilitated by Council to explore practical options for improving access to healthy kai across our community, a core action within the Community Wellbeing Strategy. The next phase of the Network is to become more independent leaning into community-led principles and ownership. Council continues to play a support role.

As part of the launch, attendees were treated to a compelling address from Deborah Manning ONZM, founder of KiwiHarvest and the New Zealand Food Network, and recent recipient of the New Zealand Sustainability Leader of the Year Award at Kiwibank's New Zealander of the Year Awards.

Deborah captivated the room, speaking with passion about the urgency of addressing kai insecurity. She highlighted Horowhenua's unique strengths, from having the shortest distance from mountain to sea, to being one of New Zealand's leading vegetable-growing regions, positioning our district to drive meaningful change in food resilience and equitable access.

The Network is grateful to the Department of Internal Affairs and the Eastern and Central Community Trust for their support, providing \$98,000 in funding for the first-year pilot programme of the Horowhenua Mana Kai Network.

Early activity is already underway. With the help of volunteers, the Network has planted 20 fruit trees at Hinemoa House, an encouraging first step toward building a stronger, community-led kai system.



Deborah Manning, ONZM

Meaningful Refugee Participation in Local Body Election

During August to October, two members of our former refugee community members took the opportunity to become Local Election Ambassadors. Coming from countries where voting was not always safe or fair, the pair understood the deep-rooted hesitation and mistrust around the election process. Their mission was clear: build trust, share knowledge, and empower.

They held multiple information sessions, made home visits to those unable to attend and helped to register over 60 former refugees to vote in New Zealand for the very first time. Their work was supported by a small but meaningful stipend from the Meaningful Refugee Participation Fund, which enabled them to carry out this all important mahi.



Mayor's Taskforce for Jobs – Job Café

In October, the Mayor's Taskforce for Jobs team launched a new initiative designed to better support young jobseekers in our district. The Mayor's Taskforce for Jobs Café is a weekly drop-in session where rangatahi can relax, connect and access practical support as they search for employment.

Young people can check the job noticeboard, receive help with CVs and cover letters, sign up for upcoming courses, or simply come in for a chat.

It has been encouraging to see that the Job Café is supporting young people not only with job-seeking skills, but also with building social connections. Many participants stay on after the sessions to spend time together, strengthening friendships and supporting one another as they navigate their employment journeys.



Age on the Go

10 October marked an important day for the older persons community with the annual Age on the Go Expo. This event brought together a wide range of services, organisations and activities available across Horowhenua to support older residents and enhance their wellbeing. This year's expo saw record participation, with 70 stallholders in attendance — the highest number yet.

The expo attracted the attention of the Hon. Casey Costello, Minister for Seniors, who expressed her admiration for Council's commitment to hosting Age on the Go each year. She noted that initiatives like this help make Horowhenua a place that values its older people and enables everyone to participate fully in community life.

Grants and Funding

In September, Council's Funding and Recognition Committee met to consider the first-round funding allocations for the year. A total of \$112,000 was distributed across five funding categories, including allocations from the Climate Action Fund for the first time.

These grants play an important role in supporting the wide range of events, programmes, service providers and community organisations that contribute to the wellbeing and vibrancy of the Horowhenua community.

Civic and Youth Excellence Awards 2025

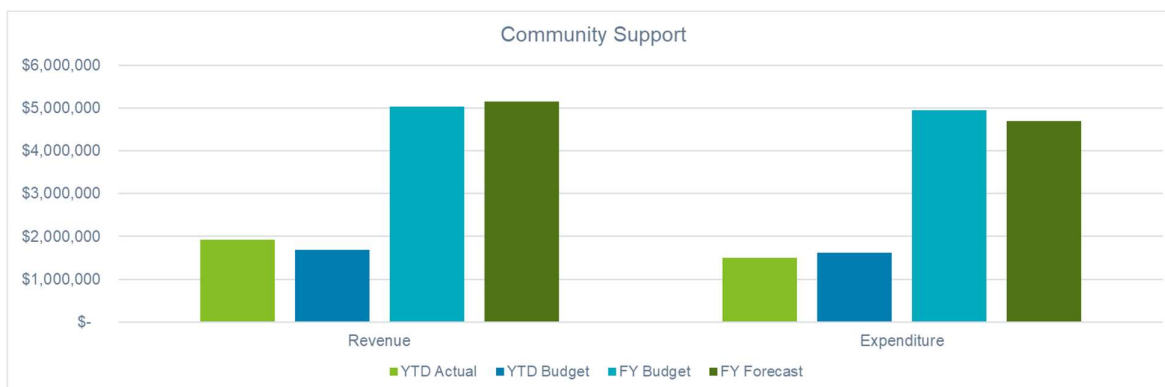
The Civic and Youth Excellence Awards were held at Te Takeretanga o Kura-hau-pō last month, celebrating individuals who have made outstanding contributions to the Horowhenua community.

The event, hosted by Mayor Bernie Wanden, recognised three Civic Honour recipients, four Certificates of Recognition recipients, and fifteen young people through the Youth Excellence Scholarships. The evening acknowledged service, dedication and achievement across the community, highlighting those who strengthen Horowhenua through their generosity and commitment.

Youth Excellence Scholarships were presented in arts and culture, sport, community service and academia, recognising the effort and leadership of local rangatahi. Performances by arts and culture recipients showcased the creativity and talent within the district.

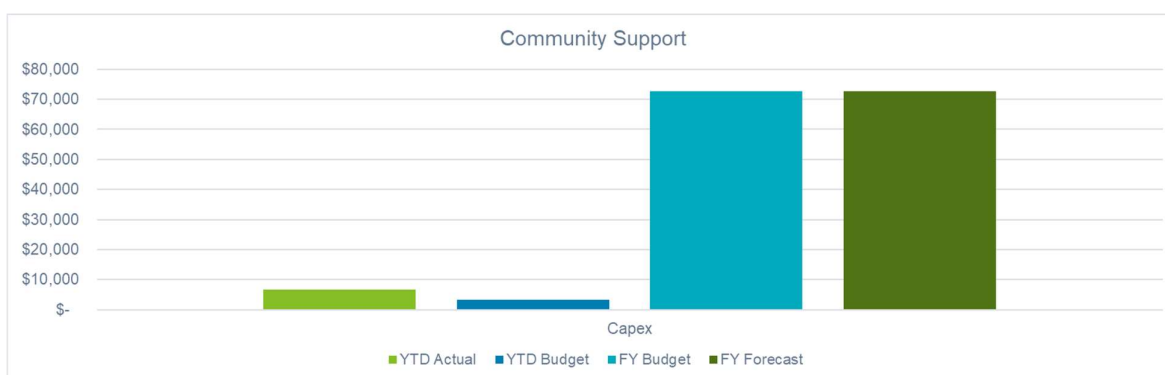
The Awards continue to be a highlight of the year, celebrating the spirit of community and the many ways residents contribute to the strength and wellbeing of Horowhenua.

Financial



Unbudgeted funding was received from Eastern & Central Community Trust (ECCT) and Department of Internal Affairs (DIA) to support Mana Kai initiative.

Lower expenditure expected from operational savings identified within the activity.



General Update

This reporting period has been characterised by sustained progress across coastal management, parks operations, strategic planning and community partnerships. Officers have supported multiple governance groups, advanced key projects and responded to seasonal pressure across community spaces, while continuing to strengthen compliance and asset management processes.

Projects such as Waikawa Beach vehicle access, Green Flag assessments, lease renewals, coastal resilience initiatives and the Strategic Recreation Investment Framework have all advanced significantly. Officers have also been coordinating responses to vandalism, increasing summer-season demands, and ongoing environmental and regulatory requirements.

Officers have also continued to support major capital projects such as the Donnelly Park toilet renewal programme, ensuring technical assessments, risk considerations and procurement documentation are robust and transparent.

The period also included substantial engagement with external partners, including iwi, community boards, Horizons Regional Council, private landowners, sports clubs, and

contractors; ensuring alignment, clarity and shared expectations across several complex and high-profile matters.

What we are delivering

Coastal & Environmental Management

Exploration into Waikawa Beach vehicle access continued, with further work undertaken on consenting considerations, educational messaging and community input.

Officers met with private landowners over the Waikawa Bridge to discuss potential land leasing to Council. This was a constructive and positive discussion, with the landowners now considering the proposal and seeking whānau input before providing a response.

A community planting day was held at Waikawa Beach after several weather-related delays. This forms part of the wider coastal resilience programme designed to stabilise foredunes and expand habitat for native birdlife.

Officers continue to lead dune management, signage discussions and coastal risk management planning at Waitārere and Foxton Beach.

Parks Operations & Recreation

Preparations were completed for Green Flag judging at Driscoll Reserve, Foxton Riverloop Reserve, Thompson House gardens, Jubilee Park, Te Maire Park and Holben Reserve. Although the initial assessment scheduled for 6 October was postponed due to flight disruption, judging occurred on 15 October with extremely positive feedback from Recreation Aotearoa. On 21 November it was announced that Council was again successful in retaining all six awards.

The transition from winter to summer codes has placed additional pressure on the team, with early cricket season fixtures occurring simultaneously with late-season winter sports, requiring flexible and complex ground allocations.

Officers presented the Strategic Recreation Investment Framework to more than 18 stakeholders across several sessions, generating strong interest in future collaboration under the new model.

A planting, grounds and compliance support programme continues across key parks ahead of high-use summer periods.

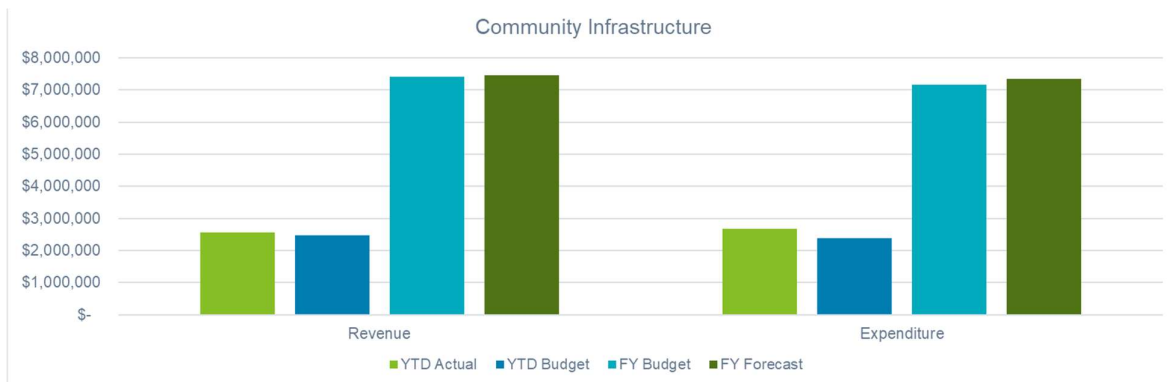
Partnerships, Community Groups & Governance Support

Officers met with an investigator from the Office of the Ombudsman regarding the Target Reserve equestrian complaint that was received in September. The meeting provided an opportunity to outline changes made since the decision to allow access for the

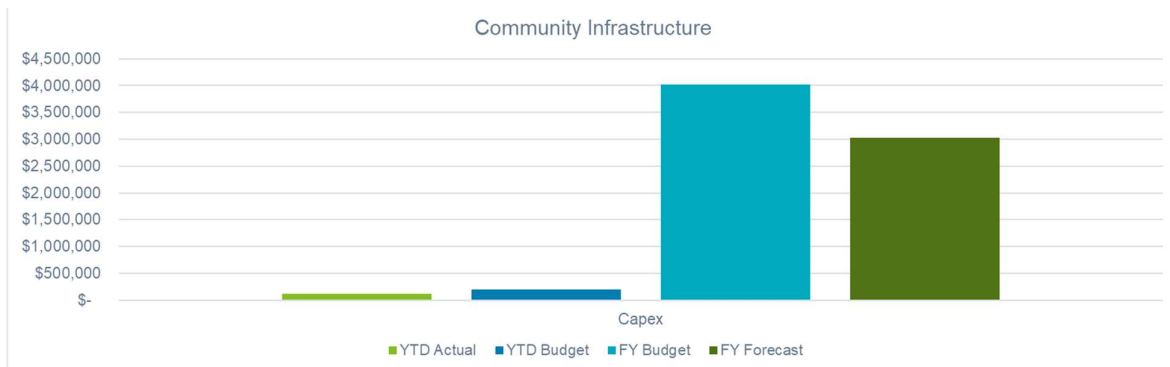
development of a Mountain Bike Park and highlighted strengthened relationships with local equestrian groups. Outcome from the Office of the Ombudsman is pending.

Continued support has been provided to Lake Domain Board, iwi partners and community groups around coastal plantings, re-opening of reserves, and planning for summer activities.

Financial



Higher expenditure year-to-date October due to unplanned garden/grounds maintenance, and reactive facility maintenance.



Not expected to spend on project - Tara-Ika - Local Purpose Reserves

Ngā Rawa

Property Activity

General Update

The Parks and Property team has continued to progress core renewal, leasing and compliance functions while responding to increasing operational pressures across Council's facilities. The focus has been on strengthening asset management practices, ensuring fit-for-purpose procurement planning, and improving internal systems to support more efficient service delivery.

A considerable amount of work has centred on lease renewals and property transactions, many of which are linked to Council's broader strategic priorities such as the Levin Town Centre Transformation. Officers have worked closely with legal advisors, tenants and community groups to ensure agreements reflect both operational requirements and long-term direction.

Compliance and due diligence work has also remained a priority. Building warrant of fitness improvements continued across the portfolio, with positive progress at sites such as the Waitārere Beach Surf Club.

Operationally, officers have navigated a busy period with multiple handovers, facility transitions and increased community use. The Foxton War Memorial Hall transfer to the Foxton War Memorial Hall society was completed, and officers continue to support the group as they finalise their booking processes.

Overall, the period has demonstrated a strong emphasis on collaboration, proactive planning and clear communication, all of which continue to strengthen the Property portfolio's resilience and readiness to support Council's wider strategic direction.

What we are delivering

Lease renewals progressed for several sites, with Officers negotiating updates to leases to reflect the growth and strategic direction of the district. Officers are working with The Property Group to optimise the lease portfolio and identify key moves.

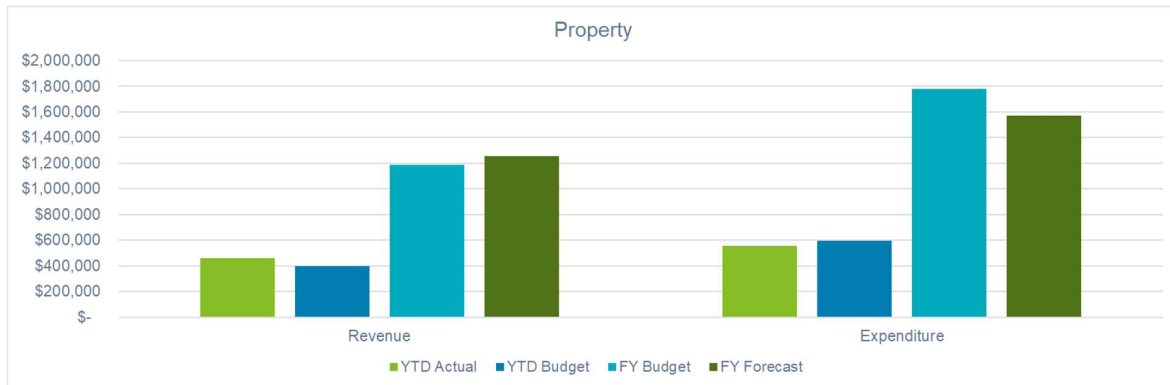
Parks and Property Officers worked with the Finance team to ensure coordination during the freehold sale of 30 Shortt Street, Foxton Beach in October. This was an endowment property.

The Foxton Beach Motor Camp lease area expansion has been agreed, aligning with their existing term and supporting long-term viability.

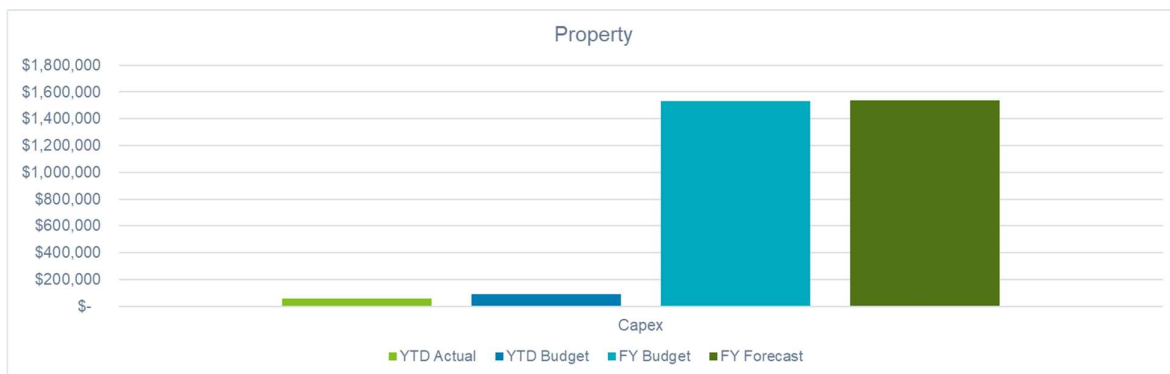
Building warrant of fitness improvements continued, including confirmation that Waitārere Beach Surf Club is on track to receive its BWOF this month.

Council's Energy Advisors Smart Power has engaged with providers and the All of Government (AoG) panel regarding gas procurement options. Smart Power is investigating all possible options to ensure the best results for Council, and it's thought AoG will likely become more competitive in 2-3 years as decarbonisation in the public sector accelerates.

Financial



Savings identified in professional services costs for Property Disposal Programme.



Ngā Taiwhanga ā-Rēiha

Community Facilities Activity

General Update

Across this reporting period, and consistently throughout the year — Council's community facilities have played a vital role in strengthening wellbeing, belonging and connection across the district. Our libraries, youth spaces and community hubs have remained trusted environments where people of all ages can learn, participate and feel part of their community. The mahi delivered over the past twelve months has focused on outcomes that matter: reducing social isolation, building confidence and capability in our people, enhancing digital inclusion, supporting community-led development and ensuring planning is guided by local needs and voices. These spaces have also continued to celebrate our district's identity and creativity, empowering tamariki, rangatahi and community groups to shape programmes and contribute to shared experiences. Together, this work reflects a sustained year of meaningful engagement, grounded in the belief that strong community facilities help create a more connected, resilient and vibrant Horowhenua.

What we are delivering



The Poetry and Pizza event drew a strong crowd, with a lineup of performers who kept the room entertained. The atmosphere was relaxing and welcoming, and plenty of people were keen enough to stay on for a second round of reading. Everything wrapped up smoothly with attendees and poets providing positive acknowledgements. The venue host was genuinely excited to be part of the wider Book Crawl event series and mentioned that some people had come specifically for the poetry. The event was made possible with support from the Friends of the Libraries who funded the event.

Wednesday Night Youth Programme activities in the Youth Space at Te Takeretanga o Kura-hau-pō kicked back into gear, with the Chill Zone sessions drawing young people keen for a relaxed mid-week hangout. The focus was on board games and gaming, giving rangatahi a chance to unwind, connect with friends, and try out a mix of classics and new favourites. To ensure Foxton youth are part of the action, these Chill Zone sessions will now pop up at Te Awahou Nieuwe Stroom every fourth Wednesday. The goal is to create a regular, welcoming space for rangatahi to come together, have fun and build confidence through low-pressure, social activities.

The Strategic Recreation Investment Framework reached a major milestone, with a final briefing to Council outlining the needs analysis and the 'key moves' recommended for the district. The next phase was about socializing the framework with the community. Council Officers have been sharing the findings with local sporting clubs and codes, supported by a series of drop-in sessions designed to help groups understand the framework and start applying it to their own planning and development. This step will be turning the framework into action on the ground.

A member of our team delivered a session as part of the Digi-Coaches training programme and regional hui, providing participants with a clear understanding of day-to-day work in a library environment. The Digi-Coaches programme, supported through external funding, is designed to build digital confidence in the community by offering one-on-one support, guidance, and basic digital skills training for people who need help navigating technology. The session also provided an opportunity to meet the two new digi-coaches who have joined the team. In addition to general digital support, the digi-coaches are delivering career-focused virtual reality sessions that allow participants to explore job pathways and build confidence using emerging technology. Their early momentum is a positive indicator of the programme's growing impact on the community.

We were approached with a request to host a group of international visitors who were in Aotearoa for KohaCon in November. This year marked a significant milestone, the 25th anniversary of Koha, the homegrown and internationally recognised library management system that originated in our district. Several conference attendees, through the hosts Catalyst, had expressed interest in visiting the birthplace of Koha. The group was hosted across both Te Takeretanga o Kura-hau-pō and Te Awahou Nieuwe Stroom, providing an opportunity to showcase our libraries, our community connection, and the key role Horowhenua played in the development of a system now used by libraries around the world.

 <p>The poster is blue and white with a yellow circle. It features the text 'GET HELP FROM A DIGI-COACH!' at the top. Below it, it says 'Te Takeretanga o Kura-hau-pō Levin Community Centre Monday-Friday 10am-2pm'. A list of services includes 'One-on-one support', 'Smartphone Basics', 'Using Apps', 'Online Safety', 'Using Email', 'Skinny Jump Internet', and 'Any digital queries!'. It also mentions 'Friendly, local trainers' and 'IT'S FREE!'. At the bottom, it says 'For more info P: 06 366 1953'.</p>	 <p>A photograph showing a group of children and adults in a library setting. A large, brown, shaggy Moa puppet (Nunu) is standing in the center, surrounded by children who are looking at it with interest. Some children are sitting on the floor, while others are standing. An adult is also visible, looking at the puppet.</p>
Digi-Coach Promotional Material	Nunu the Moa during the Better Together Holiday Programme

The Children's Library Team delivered another outstanding school holiday programme, complete with characters like Nunu the Moa and performers from String Bean Puppets, but this time the magic came straight from the voices of local tamariki. After a month of voting for their favourite theme, children experienced firsthand how their ideas, combined with others, can shape what happens in their community. Their chosen theme, "Better Together," celebrated teamwork, inclusivity and belonging. Over the past two weeks, the

library has been buzzing with collaborative activities: parachute games, friendship bracelet making, group challenges, and even blanket forts built by teams of enthusiastic young creators. It's been a joyful reminder of what happens when children are empowered to lead the way, and a celebration of creativity and connection that comes from doing things together.

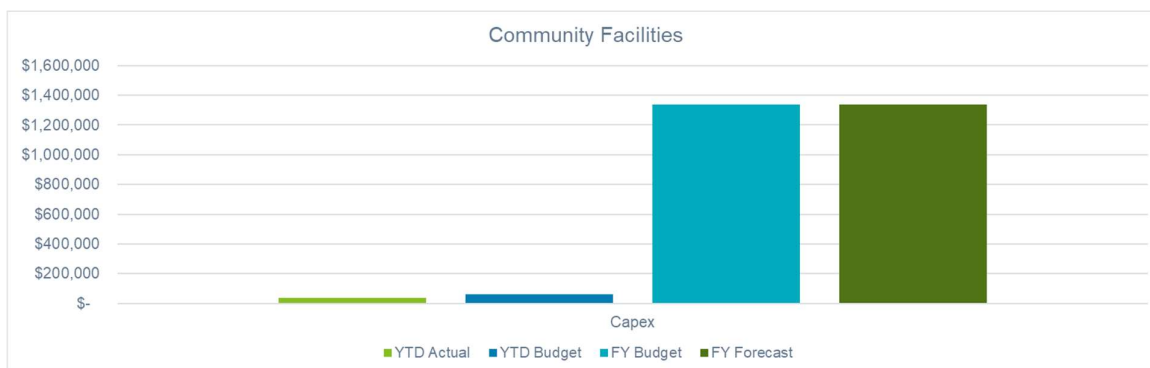
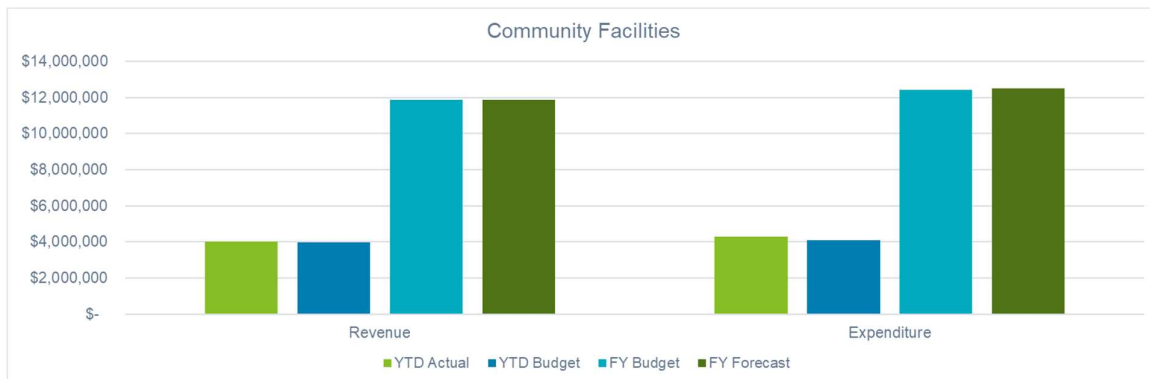
Issues and Risks

Play Sand - Recent national media coverage has highlighted concerns about potential asbestos contamination in coloured play sand which has been supplied to community facilities across the country through Kmart. As part of the nationwide response, WorkSafe has been engaging with councils to confirm whether any of the affected product has been used locally.

For us, here in Horowhenua, precautionary steps were taken early. All coloured sand previously held within libraries and community spaces had already been removed and safely disposed of by Council staff as soon as the national issue was identified. A WorkSafe Inspector visited Te Takeretanga o Kura-hau-pō earlier this week to verify that no coloured sand remained on site. This visit confirmed our precautionary actions, and no further requirements were issued.

Currently, there is no risk to staff or the community. Council will continue to follow national updates closely and respond to any further guidance if required.

Financial



Ngā Ratonga Whakariterite ā-Ture Regulatory Services Activity

The Regulatory Services activity sits across two Groups. You can find activity updates for the Regulatory Services activity in the Community Experience and Services Group and the Housing and Business Development Group updates.

General Update

During this period, staff progressed several regulatory matters requiring coordination with Police, Public Health, Horizons Regional Council and legal advisors, across a range of Council responsibilities.

Work also continued to support recent central government announced legislative reviews and policy changes, including the implementation of the Resource Management (Consenting and Other System Changes) Amendment Act, changes in rules relating to home-based bakeries, and the announcement about impending changes to the Earthquake-prone buildings regime.

In local policy matters, the Dog Control Policy, Bylaw and the new Responsible Dog Owner Approval process took effect during this period; and alongside this, Council advanced its work to embed a consistent customer-first culture, strengthening systems, processes and expectations that guide how we communicate and respond to the community.

Customer & Compliance

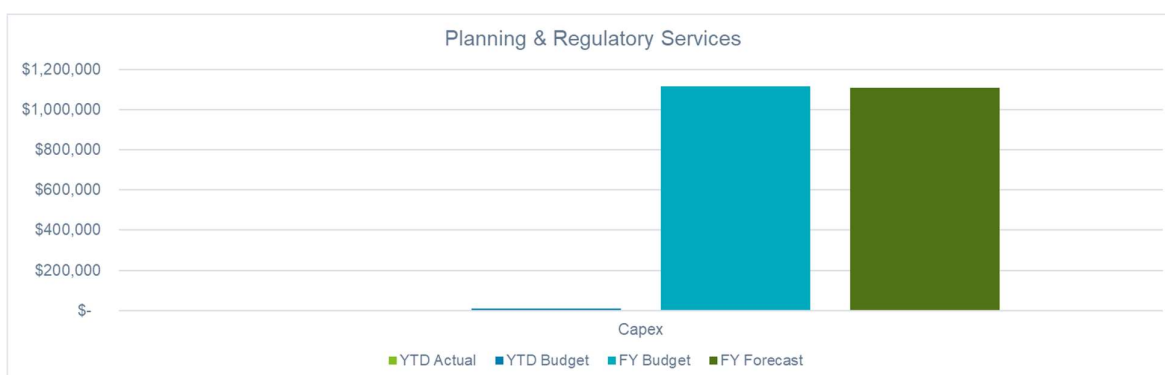
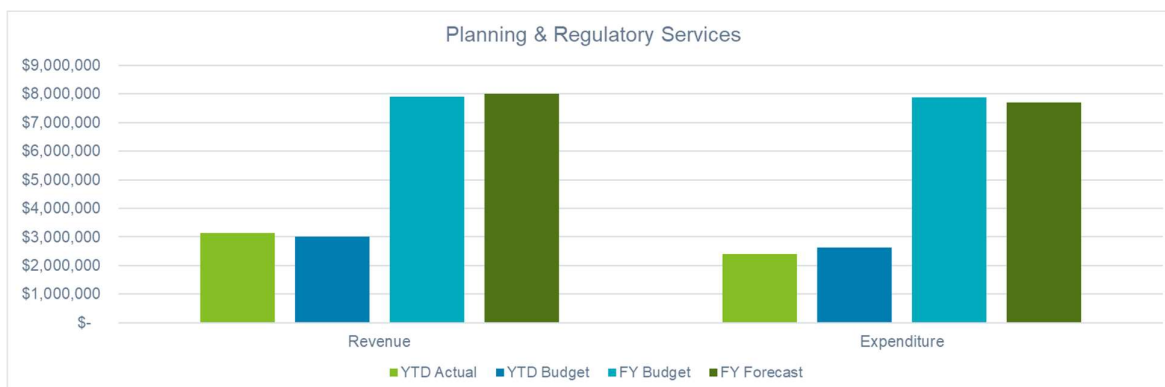
What we are delivering

Compliance and Licensing teams advanced a number of investigations and regulatory processes during this period, including issuing abatement notices, supporting home-based bakeries through changes in MPI requirements, and preparing matters for an upcoming District Licensing Committee hearing. Monitoring continued at several rural and residential sites to ensure activities remain consistent with District Plan rules and to maintain public confidence in Council's compliance approach. Seasonal licensing work kicked-off in September with event and amusement device applications processed for Foxton's annual Spring Fling event. With the increase in daylight hours and warmer weather approaching, the number of public events is expected to increase to take advantage of our Horowhenua summers.

The Customer Experience team continued their mahi towards improving the way enquiries are handled, ensuring inboxes and social media messages are responded to each day, by introducing automatic acknowledgements, and working on clearer pathways for enquiries to enter our CRM system.

Financial

The Regulatory Services activity sits across the Community Experience and Services group and the Housing and Business Development Group, the financial information provided here is for the entire Regulatory Services activity.



Capital projects for this activity relate to parking meters and dog pound.

Tūāhanga Hapori Community Infrastructure

Land Transport

General update

All Land Transport programmes of work have been tracking well during this reporting period. Minor, but frequent contractor quality issues and delays are presenting a low risk to the overall delivery of several renewal and maintenance programmes, however the Land Transport Team are proactively working with the contractor to address these issues.

Internal staff resourcing has been stretched to balance achieving deadlines with reviewing Ō2NL designs, working on the State Highway revocation process, and the day-to-day management of the local road network.

What we are delivering

Capital Projects and Renewals

Whirokino Road Rehabilitation Stage 1

Approximately 3km of Whirokino Road required rehabilitation. The treatment will likely be an unbound granular pavement overlay. The 3km section is too long to undertake in a single financial year, due to affordability, so the project will be broken into three stages, completing 1km per year. The first stage will start early in the new year.

CD Farm Road Rehabilitation

A 500m section of CD Farm Road requires rehabilitation, along with associated drainage improvements. This project is programmed to be completed early in the new year.

Bruce Road Rehabilitation and Widening

The full length of Bruce Road requires rehabilitation and widening, the road has deteriorated quickly over the last two years, largely in part to being used as a state highway bypass when crashes have closed State Highway 1. The Land Transport Team are seeking additional funding support from NZTA, which the project is contingent on.

Resurfacing Programme

Delivery of the resurfacing programme is underway and on track for completion prior to Christmas. There have been several delays with per-reseal maintenance which has required several sites to be rescheduled, but overall delivery is on track.

Resilience Improvements

Officers are currently developing a programme of works to improve resilience of Council's road bridges, many of which have been identified as requiring improved scour protection, during our 6 yearly network-wide principal bridge inspection run, which was completed early this year.

Footpath Renewals

The footpath renewal programme is currently behind schedule, however additional contractor resources are being redirected to ensure the full programme is completed.

Maintenance and Operational Activities

Signage Audit

A district-wide audit identified widespread non-compliance with signage standards. In response, a corrective work programme was developed and implemented. A contractor has now successfully completed all required remedial works, bringing signage across the district back into compliance.

Wanganui District Council Technical Audit

Council's Land Transport Manager was invited by NZTA to participate in the technical audit of Whanganui District Council's local road network technical audit as a peer auditor. This was a valuable opportunity, which has brought a number of learnings that will be utilised on our network.

Issues and Risks

NZTA Funding Reductions

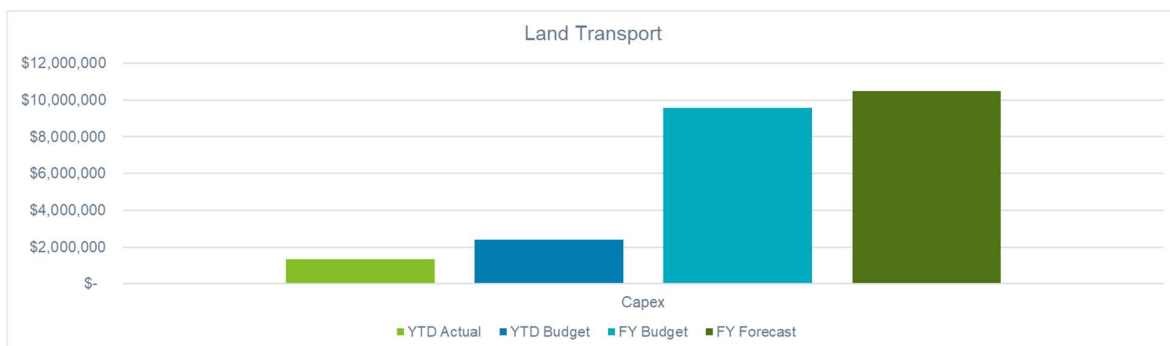
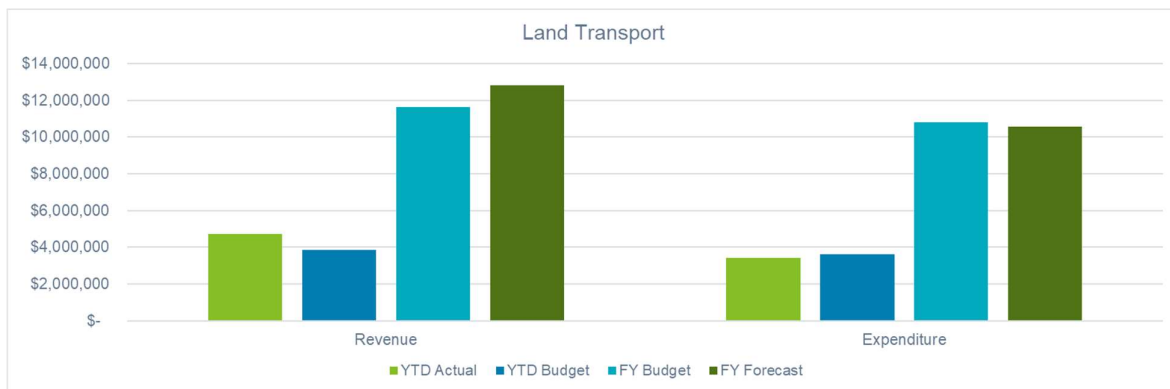
A \$1.65M cut in the 2024/25 year and a \$6.27M reduction across the 2024–2027 LTP period has severely impacted the capital improvements programme and some maintenance activities.

Key risks include the potential decline in footpath condition and failure to meet service level targets set in the Statements of Service Provision.

Capital Programme Delays

The need to identify and design new, lower-cost projects has compromised the timeline for planning and delivery. While the revised programme remains on track, any further delays or disruptions could result in partial under-delivery

Financial



Solid Waste

General update

The 2025 Waste Services Agreement (Kerbside bags and Transfer Stations) was signed on 31 October 2025. The contract is initially for 3 years with renewals of a further 3-plus 3-year period.

The food scraps and composting trial has ended. The results and summary have been tabled with Council via a memo in early October. A pleasing 30% of residents in the trial area participated. Extrapolating this to a full urban service would see some 400 tonnes of food scraps diverted per annum from Levin urban area. Future decisions on service options sit with Council.

The Closed Landfill Management Plan (CLMP) was endorsed in principle by Council in September. The document is a 'live' document meaning that as changes come to be, updates will be made to the document.

Planning is in progress to investigate the feasibility of a purpose-built Resource Recovery Centre for Levin. The Council owned Depot located on Hōkio Beach Road is being scoped for infrastructure requirements to provide the appropriate service level. The main waste stream being considered is construction and demolition waste. Potential C&D diversion tonnages per annum would be close to 12,000 tonnes. Depending on community support and appropriate pricing, we can initially expect to process 1,200 tonnes per annum and build from there. Consideration is also being given to locating at the front of the property an area for general domestic recycling. E.g. paper and cardboard, glass bottles, plastics 1,2,5, tins and cans. Future decisions on this site with Council and will likely form part of wider service delivery conversations.

The Levin Landfill discharge consents are under review. A draft revision has been prepared. This draft review version along with an accompanying memo will be presented to the community and iwi groups for discussion. The schedule to engage with community groups will be determined shortly after the Levin Landfill remediation report from Tonkin and Taylor has been received by Council on 10 December.

What we are delivering

Bylaw review

The review has been broken into the relevant clauses and so far, five clauses have been reviewed;

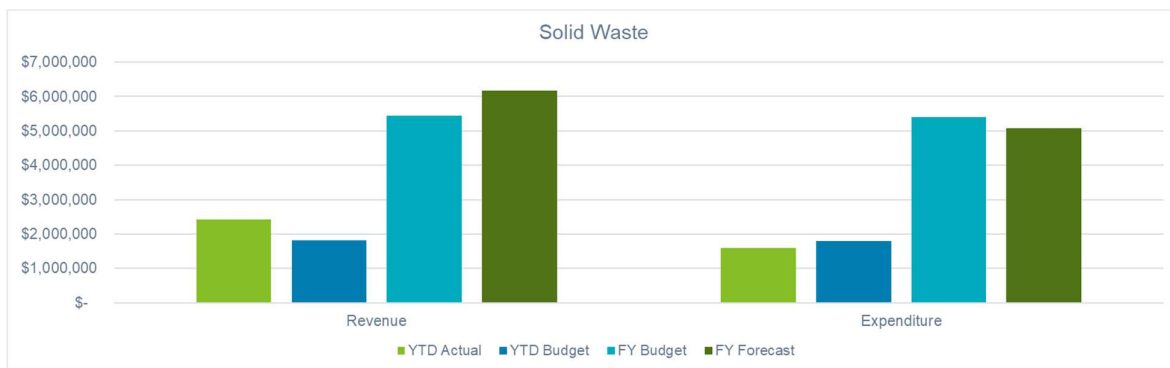
- Clause 13- Waste management for special events.
- Clause 9- Depositing waste, trolleys and receptacles in a public space.
- Clause 10-Removal of trolleys and receptacles found on public land.
- Clause 11- Public litter bins and public recycling waste collection bins.
- Clause 12 Private collection bins in public places.

The full review is expected to be in draft form ready for Council review in February 2026 with adoption expected to take place in June 2026.

The Levin Old Landfill Remediation Project

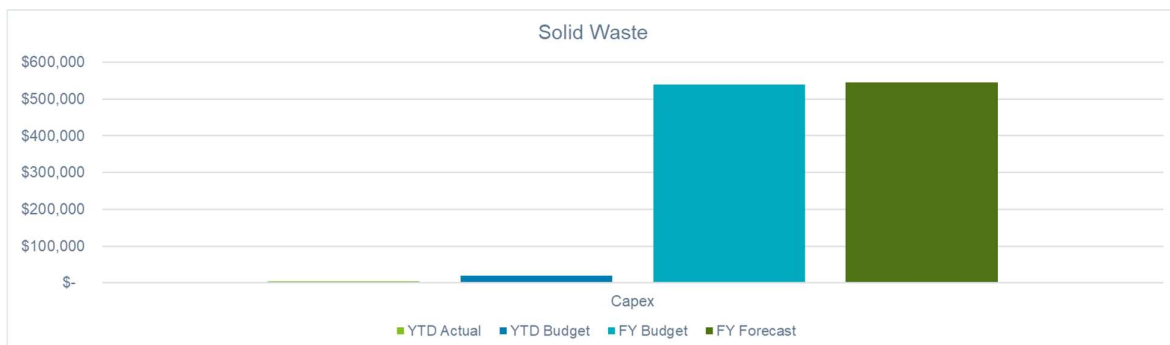
A peer review of the previous work undertaken by Earthtech on the extent and urgency of the contaminated groundwater is being undertaken by Tonkin and Taylor (T&T). This review is critical to Council officers' understanding of what if any further remediation actions may be required. Horizons Regional Council will, along with community working groups, be notified of the recommendations and conclusions from the T&T report.

Financial



Revenue is ahead of budget due to Solid Waste Recycling rebates being higher than budgeted which includes \$453k that was carried forward from the 2024/25 year.

Minor savings in Expenditure with legacy Alliance contract budget (\$135.7k).



Local Waters Service Delivery

General update

The Local Waters Service Delivery model and team turned one on 1 November, and the last 12 months have been hugely successful, as the council's managed service continues to evolve. The main benefit is that the Locals Waters Team is now in touch with the key risks associated with our assets and are responsive to critical issues, through improved visibility over performance and process gaps. The Assets team has recently initiated and rolled out a number of pre-maintenance schedules with the Reticulation and Treatment operators that are notably improving the performance of critical assets i.e. pumps, valves and pressure systems. Equally important is the team is now strategically positioned to support and respond to the demands associated with the Local Waters Delivery Well transition.

As the newly formed Compliance and Regulation team continues to review and work through the Consenting non-compliance gaps, we have completed a new Resource Consenting Conditions Register and action list that provides visibility to overdue conditions. This has allowed the team to prioritise work associated with each condition and focus on significant and moderate non-compliance first. A summary report of high-risk non-compliance will be presented to the Risk and Audit Committee in 2026.

Water Treatment and Supply

What we are delivering

Water Meters

The installation of domestic water meters in Levin is nearing completion with an estimated 97% of the total 13,265 completed. Of the last meters to be installed, manifold maintenance is required to enable this. Once the domestic water meters are complete, the project will look to install commercial meters. These meters often need to be bespoke dependent on the business activity that is being undertaken on the premise.

Levin Water Treatment Plant - Filter Refurbishments

We are investing in upgrades to make sure Levin continues to have safe, reliable drinking water now and into the future. These upgrades support long-term resilience and prepare us for growth, emergencies and changing water standards.

The Levin Water Treatment Plant (WTP) contains six concrete-floor pressure filters and four steel-floor pressure filters. These filters play a critical role in removing fine particles from the water supply. Many of the filters have been in service for several decades and now require scheduled refurbishment to maintain optimal performance.

As part of our ongoing renewals programme, Council plans to refurbish three filters during this financial year. Planning and procurement activities are currently underway, with physical work scheduled to begin in early 2026.

Ōhau River Intake Gallery Investigation

This year has seen an increase in the frequency of scarification, where a digger is put in the Ōhau river to clear the intake of sediment. This is a consented activity. The consent only allows for this to be undertaken a limited number of times each year. Based on this increase, a project to investigate the intake gallery (several connected perforated pipes under the riverbed, condition). Depending on the results of this investigation, a capex project may need to be initiated.

Levin Water Supply/Poads Road Reservoir Consent

Council lodged its consent application and Notice of Requirement for Designation at the end of 2024. A pre-hearing was held in August 2025 to address submitters concerns. We are progressing engagement with submitters and iwi partners on conditions, if the consent proceeds to a hearing this is likely to be February/March 2026.

Foxton Beach Water Treatment Plant Green Sand Filter

To meet the increasing demand on the Water Treatment Plant at Foxton Beach, Filtec were engaged to install a third green sand filter integrating it into the existing treatment network of the plant, as well as the removal of old media, and supply and install of new media in existing sand Filters 1 & 2. Commissioning of the new filter and media change for filters 1 & 2 is now complete.



Foxton Water Treatment Plant

Installation of UV and Commissioning of new reservoir

The installation of UV and commissioning of the new reservoir at Foxton Water Treatment Plant has been completed, with a few minor operational items to work through. The UV unit will help the plant meet the required protozoa safety standards and improve overall water quality. In addition, the reservoir installed several years ago has now been brought

into service. Before commissioning, the reservoir underwent disinfection, new piping installation, and automation upgrades to ensure it integrates smoothly with the existing treatment process. These improvements strengthen the resilience of Foxton’s water supply and support ongoing compliance with drinking water standards.

Foxton Water Treatment Plant - Lady’s Mile Bore Redevelopment

As the yield from the bore at Lady’s Mile has reduced, a project was initiated to look for a location for a new bore. This will enable us to continue to provide safe and healthy water to the communities of Foxton and Foxton Beach.

Financial



Wastewater Treatment and Supply

What we are delivering

Levin Wastewater Treatment Plant Upgrades

Inlet Pipe and Sewer Bulkmain

The Inlet pipe and sewer bulk main renewal project is the first project in the programme of works to upgrade the Levin Wastewater treatment plant.

Council is progressing well with the National Infrastructure Finance and Funding (NIFF)-funded upgrades to Levin's wastewater network, including improvements to the bulk main and inlet pipe. These works are essential for strengthening the network and supporting future growth.

Stage 1 of the project commenced mid-August, with the installation of inlet pipe and sewer bulkmain, there has been a crew of 20+ staff on site since August. All pipes are now in the ground, ahead of schedule with completion in November 2025. Green By Nature has been engaged to undertake the reinstatement works of the turf at Donnelly Park.



Stage 2 of the bulk main upgrades have commenced with expected completion June 2026. Engagement with residents, schools and businesses will be ongoing throughout this period to keep them informed of road or lane closures.

The overall project forecast is now around \$6m, which remains within the approved NIFF budget of \$6.19m. Some cost increases reflect design improvements needed to ensure long-term performance, including stronger pipe bedding and more robust installation standards. A smaller final stage (SP3) will follow once the new headworks are completed in late 2026 or early 2027.

Headworks

Horowhenua District Council has been working with Lutra to develop the Masterplan for the Levin WWTP since 2022. As part of this programme, the first major stage to be delivered alongside the renewal of the plant's inlet pipe is the upgrade of the headworks, which forms the essential preliminary treatment process.

This upgrade is required because the existing infrastructure is ageing and no longer performing reliably. Replacing it will improve the resilience and efficiency of the plant, support future growth in Levin, and strengthen the system's ability to manage extreme weather events. These improvements are important for ensuring long-term environmental sustainability and climate readiness.

The 2025/26 Annual Plan has an allocated budget of \$13m for this project. During the first quarter of this year, Council has been working with Lutra to finalise the design and build contract, with a Request for Tender (RFT) released to the market in November, with submissions closing 28 February 2026.

Levin Wastewater Treatment - POT – Irrigation Expansion

As Levin grows and its water and wastewater treatment plants are upgraded, Council is planning to ensure the town's treated wastewater continues to be managed safely.

In 2000, Council recognised the requirement for future irrigation expansion and purchased five private land parcels totaling 109.23 ha, located approximately 7km west of Levin township, toward the coast. This landholding, referred to as the Tucker Block, has since been identified as a key site for future irrigation expansion linked to the POT.

Early assessments show that parts of the block around 55 ha of dune areas and 21 ha of interdune areas may be suitable for irrigation.

We are now analysing how much land will be needed to meet expected wastewater flows and environmental requirements through to 2045. The next steps include reviewing past technical studies, working alongside iwi partners to shape future plans, and beginning preliminary design and consenting for any proposed irrigation scheme.



Shannon Mangaore Wastewater renewal

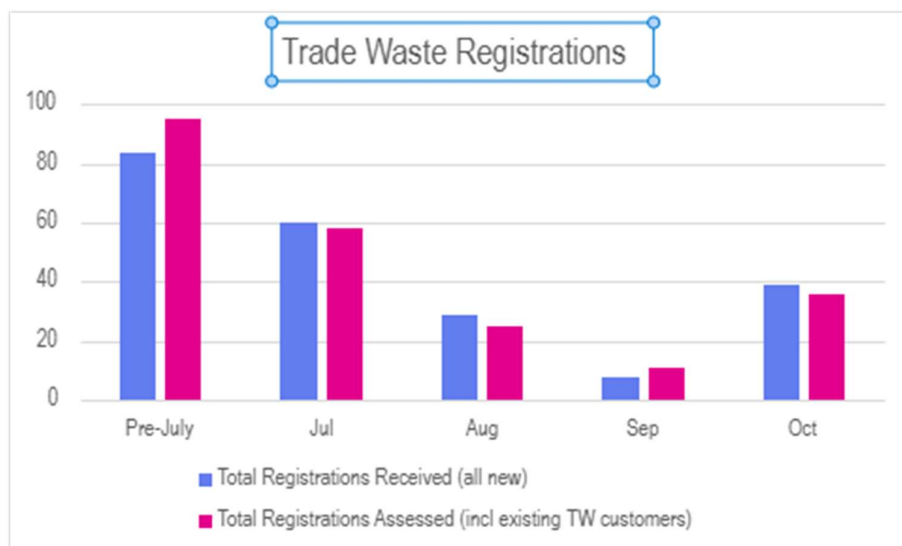
We are planning to upgrade the ageing wastewater mains in Mangaore Village, which have reached the end of their useful life and are allowing significant stormwater to infiltrate the wastewater system. Investigations carried out in March 2025, including CCTV inspections, confirmed that the excessive infiltration is caused by broken wastewater pipes within the village.

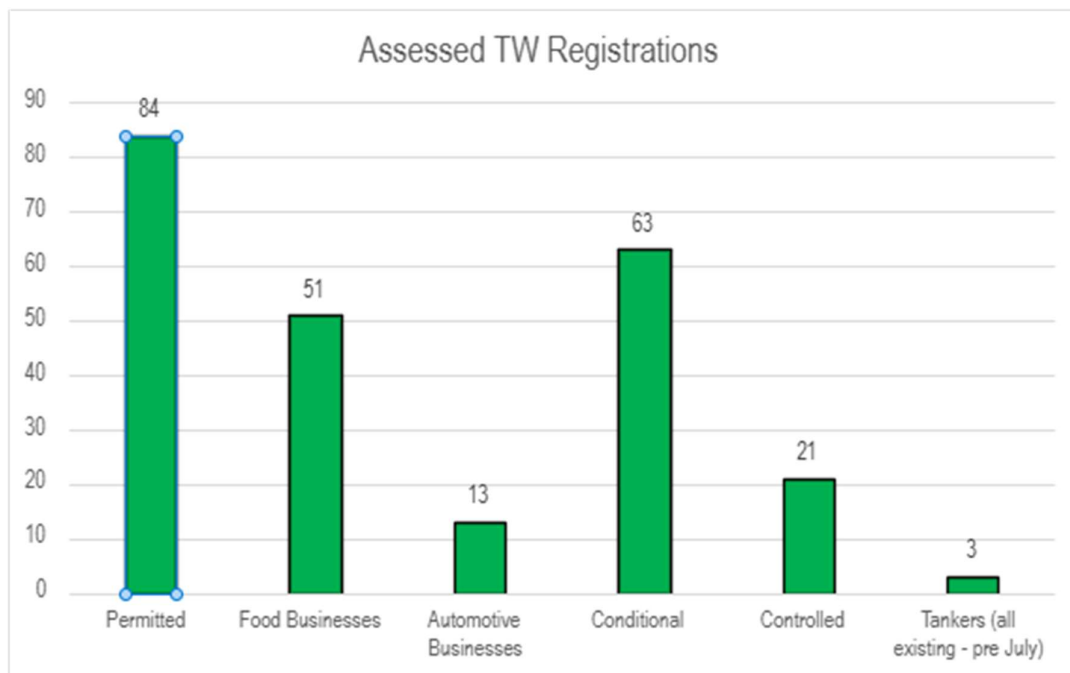
During heavy rain, this infiltration overwhelms the wastewater wet well at the water treatment plant, causing treated water production to temporarily shut down.

Council is now progressing with procurement for the renewal of works. The project will be funded through the Districtwide Network Renewals budget.

Trade Waste

Business registration progress that was gradually reducing, picked up again in October. Two pop up help desk sessions were set up in the Levin and the Foxton library on two consecutive Fridays as well as the constant face-to-face site visits which have helped bring numbers up again. There is currently a total of 235 businesses and organisations registered with council for trade waste.





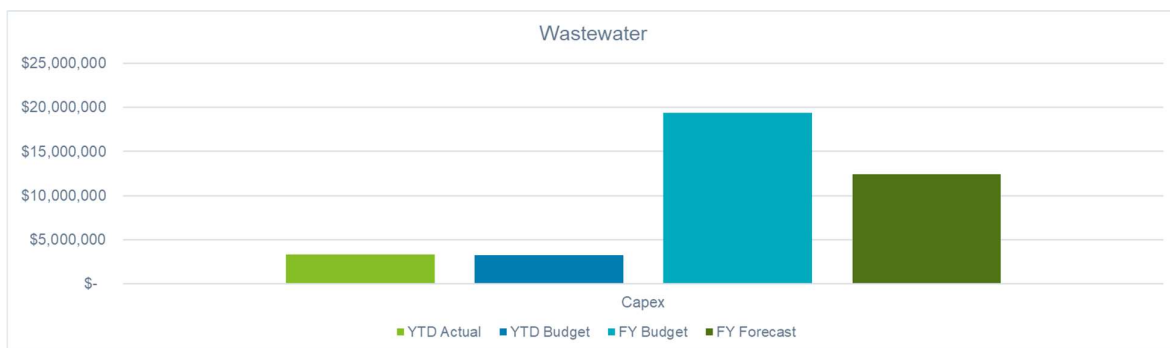
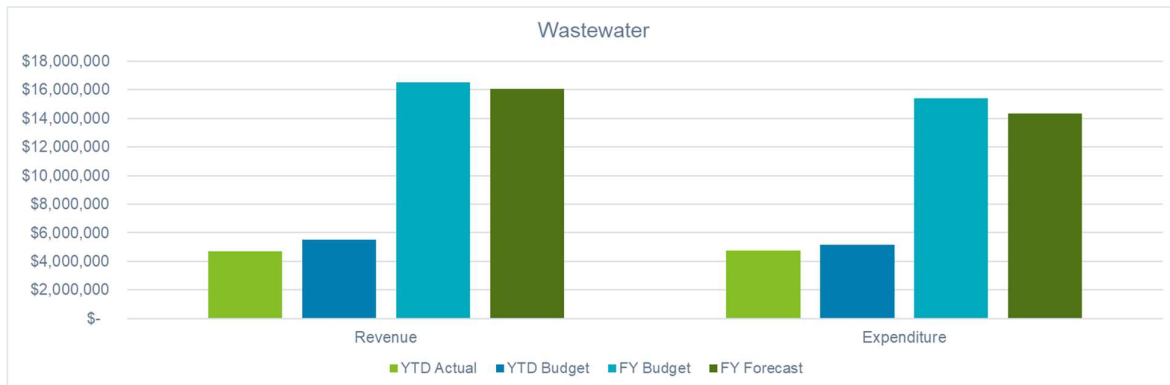
Issues and Risks

Critical pieces of equipment where the duty/standby arrangement does not apply have been surfacing in recent months. Windy weather over the spring period and private activities brought new issues and risks not previously considered. Major risks being considered currently are listed below;

- The maintenance of the sludge press at Levin Wastewater Plant. The plant has two press units with one operational and the other has been offline for some time. The offline press is being arranged for assessment to determine the degree of maintenance required and necessary parts to get it operational again. Having both press units maintained and with critical spares available will reduce the risk of the dewatering system not operating. A hire unit is being arranged for \$1,600 a week while both rotary press units are being serviced.
- Pine trees behind the fence at the Foxton Beach wastewater treatment plant site are being harvested to minimise the risk of damage to infrastructure and site security. Since the harvesting of trees in the adjacent property, trees on our site have been exposed to strong winds and without the support of the previous forest, they fall over and usually towards our fence. Work is planned to be completed by the 19th of December. The returns from the tree harvesting were calculated to be about \$47,000. Actual returns may be lower or higher depending on actual costs incurred during tree felling and transport and market price fluctuations.



Financial



Delay in Levin Wastewater Treatment Plant – Headworks project \$6.5m

Stormwater

What we are delivering

FIF Queen Street Stormwater Intervention Device

Council is planning the installation of a stormwater intervention device at the Queen Street Drain to address longstanding problems with untreated stormwater discharge. Procurement is progressing. The upgrade is part of the wider stormwater quality improvement action plan for the Levin catchment.

Stormwater intervention devices (downstream defenders) have been installed on Hokio Beach Road and in the Mako Mako catchment.

Council's current Levin Stormwater Discharge consent is on hold with Horizons Regional Council. To progress, Council must demonstrate how stormwater quality will be improved through this and other initiatives.

Foxton Beach Stormwater Consent

Officers are working with Good Earth Matters to prepare a catchment wide stormwater consent application. A draft Stormwater Improvement Plan has been developed, outlining a whole-of-system approach and setting clear objectives to guide how stormwater will be managed into the future. Council will continue to work closely with iwi partners, as the consent application progresses, we are awaiting their formal feedback.

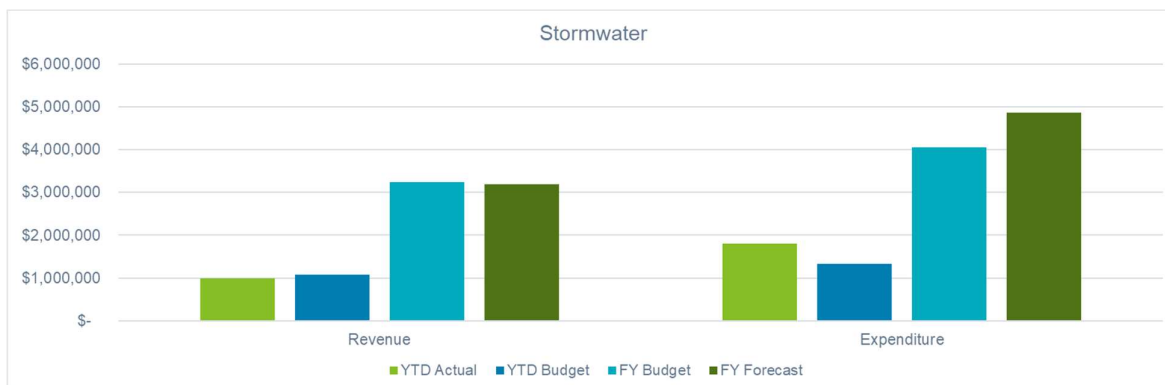
Levin Stormwater Consent

We are progressing work to secure a long-term consent for Levin's stormwater discharge, a key step in protecting the health of local waterways and Lake Horowhenua.

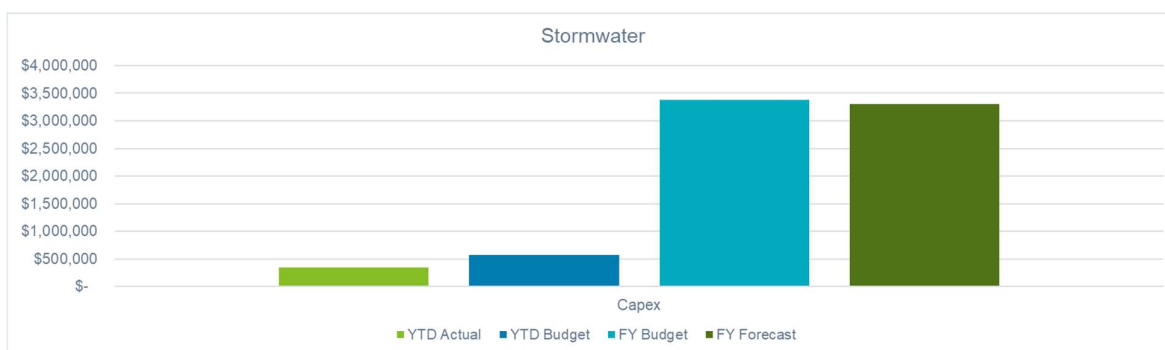
Council is preparing a full consent application, addressing Horizons Regional Council's compliance requirements and providing the requested supporting information. This includes a detailed assessment of stormwater effects on water quality, monitoring results, and a proposed long-term monitoring plan.

Engagement with iwi and hapū is ongoing, initially coordinated through the Lake Horowhenua Trust as Mana Whenua. A hui was held on 9 October, at this meeting, HDC and the Lake Trust agreed to develop a plan for ongoing engagement and resourcing to support water quality improvements in Lake Horowhenua and Hokio Stream.

Financial



Higher spending in Maintenance and long-term conditions consenting costs.



Community Vision and Delivery

Group Update

This period contained several highlights for the Community Vision and Delivery Group as the financial year ended and the new one started. Officers have continued to advance many of the Council's top priorities such as the Levin Town Centre Transformation, Ō2NL expressway and revocation, the integrated growth workstream and progress on both the Foxton and Foxton Beach Community Plan and the Shannon/Otāuru Community Plan. The details of the progress on these priorities are captured under the Top Priorities section of this report.

Strategic Planning

The key milestone reached during this reporting period was the adoption of the Annual Report 2024/25 on 8 October. Council received a 'clean' Audit report and the report itself reflected the focus Council has kept on delivering for the Horowhenua community. Copies of the Annual Report are available on Council's website and in hard copy at the district's three libraries and main Council offices.

Preparations for Annual Plan 2026/27 began with officers reviewing forecasts for 2026/27, analysis of progress against the 2025/26 budgets and delivery and assessment of known implications of central government reforms.

Communications & Engagement

We've maintained a sustained and visible focus on strengthening how we inform and engage our communities across multiple channels and topics. We've delivered end-to-end communications for the local elections and inaugural Council meeting, supported a suite of community-facing campaigns (water conservation, Remembrance Day, Diwali, Christmas Parade and Carnival, Council Expo, Tertiary Scholarships), and kept residents updated on complex issues such as Levin Landfill, Local Water Done Well / Central Districts Water, and major infrastructure projects. Community Connection has continued as a key vehicle for reaching households, alongside consistent use of web, social, radio, billboards, print and Antenno to ensure clear, timely information on events, services, changes and opportunities to get involved.

At the same time, we've been strengthening the systems, tools and relationships that sit behind effective engagement. We've trialled and reviewed a new weekly media stand-up process to help our local newspapers have direct access to the Council information they need to write their stories. In and amongst this work the team have responded to a high volume of media and LGOIMA enquiries, advanced online payment work to make it easier for our customers, improved bylaw and landfill information online and begun a staff storytelling series to humanise Council and build trust.

The start of October saw the Strategic Communications team begin their time in Te Mauri Hiko (our internal continuous improvement lab) and have identified a range of opportunities to improve the service this team provides to support the business and how it connects with the community.

Destination Management

Council endorsed the Horowhenua Destination Management Plan and its accompanying Implementation Plan in September. This marks a significant milestone, providing a clear roadmap for sustainably growing the visitor economy, strengthening sector capability, and positioning Horowhenua as a vibrant destination of choice.

To support operator and stakeholder communications, a quarterly Destination Horowhenua newsletter was distributed in September, providing updates on current activity, upcoming opportunities, and progress across key workstreams.

A focus over this period has been the development and rollout of the summer marketing campaign. In partnership with SeeMe Media, the first phase launched in November with billboard advertising at Sky Stadium in Wellington. This will extend in December to include cinema advertising. The current work on the new district visitor map will see that out in the community before Christmas.

Design work was completed on a new suite of street flags, celebrating the district's diverse communities with greetings in English, Te Reo Māori, Mandarin, Hindi, Dutch and Samoan. These will be installed from December and used across future seasonal campaigns and major events.

Following a competitive procurement process, a new website agency was confirmed to lead the transfer of the HorowhenuaNZ website. With our former provider no longer able to offer the level of maintenance and support required, this transition ensures the platform will be regularly updated, improved over time, and better aligned with the Destination Management Plan outcomes.

Economic Development

Council officers and staff from The Horowhenua Company Limited (THCL) have been reviewing the data and reporting requirements for this function and also exploring potential overlaps with other functions such as Destination Management and Housing and Business Development. The aim being to achieve any efficiencies but also ensure that the data reported is timely and informative.

Together with Council staff, THCL are delivering on the Economic Development Strategy 2025-2035. A current key deliverable that work has commenced on is the Levin Retail Transformation Strategy. This piece of work is part of the broader Levin Town Centre Transformation Programme and will be completed in 2026.

The work is intended to design and deliver a practical, evidence-based Retail Transformation Strategy and Implementation Plan that:

- Positions Levin Town Centre as a regional retail and cultural destination.
- Ensures existing retailers adapt and thrive before and after the Ōtaki to North Levin (Ō2NL) Expressway bypass.
- Attracts new retail investment that supports vibrancy, footfall and long-term economic sustainability.
- Provides a clear, costed and accountable roadmap for HDC, THCL, iwi partners, retailers, property owners and investors.
- Identifies short-term "quick wins" that build momentum and confidence in advance of major infrastructure changes.

Council will receive a briefing on the Economic Development activity from THCL and Council staff on 17 December 2025.

Integrated Growth and Planning

The Integrated Growth and Planning team are advancing work on a range of fronts, with some projects having been reallocated within the team. Growth responses continue to be a key focus, as is starting to think about resource management reform – both engaging in process as opportunities arise, but also preparing for what work will need to be done following announcements, as we transition to the new resource management system. As a

reminder, Central Government are expected to make announcements about this before Christmas. In the meantime, focus has been on what we do know and what this means.

This includes:

- Long term spatial planning will be a requirement – we are working with the other Councils in the region to determine what information we already have and what information we need to support this work.
- Regional collaboration and decision making are expected.
- Enabling growth (housing and business) will be a key priority.
- The process is likely to be contracted, meaning we will need to respond quickly – this may also reduce opportunity for community input.

In the project space, work is continuing on Plan Change 6A. As referenced in the last update, the 'plan stop' announcement from government in July has impacted this work – requiring us to apply to the Minister for an exemption to carry out. We submitted a draft application to Ministry for the Environment last month and received positive feedback. We are finalising the application with the intent to lodge before the end of the year. We understand that exemption application for live plan changes (those that have already been notified, which PC6A has), over draft plan changes (those not yet notified).

The team has launched the internal 'Integrated Growth Portal' which is a key part of the Integrated Growth workstream for both 'Aligning Action and Making Connections' and 'Showcasing Opportunity'. At this stage, this is an internal portal showcasing work in the early stages so there is awareness across the business. We look forward to launching an external version in the new year, which will focus on providing key updates and information.

The team is also advancing the 'Tararua Road Master Plan' and the 'Levin Development Framework'. The former is focused on unlocking land to enable industrial and business growth, and the Levin Development Framework is focused on bringing together all the various and significant upcoming plans and changes for Levin and the way they will influence land use, including Ō2NL, Tararua Road Master Plan, increased rail services and more. We look forward to sharing more about this work shortly.

Strategic Projects

The team has continued to be kept busy during this period with the Levin Town Centre transformation, the Ō2NL project and revocation. The detail of these key strategic projects is covered in more detail in the Plan on a Page section of this report. These three projects see the team working closely with key stakeholders on each of these projects championing for great outcomes for the community. Key achievements for the team during this period included going unconditional with the sale of the Levin War Memorial Hall and Village

Green, sale of the Levin Warehouse carpark, and closing the Expression of Interest period for the Bath Street/Salisbury Street carpark.

Te Whakakanohi me to Hautū I te Hapori

Representation and Community Leadership Activity

The Representation and Community Leadership activity sits across two Groups. You can find activity updates for the Representation and Community leadership activity in the Community Vision and Delivery Group and the Organisation Performance Group updates.

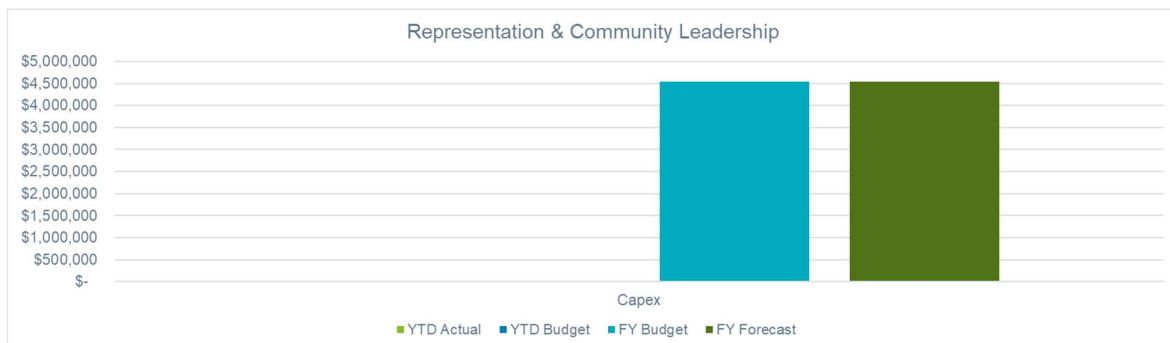
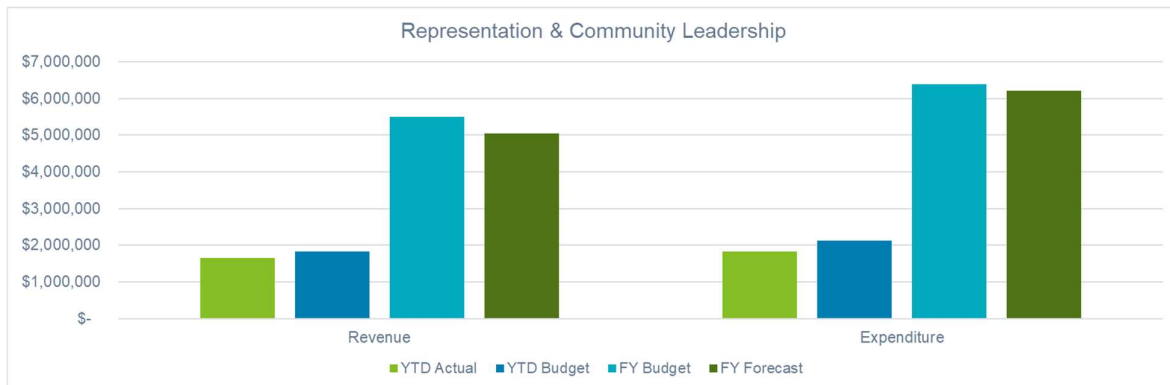
What we are delivering

The Annual Plan for 2026/27 is the current focus, with early briefings to Council held in November and will continue through to Christmas so Council can provide direction on the level of change and rates for the new financial year.

Early signals have been provided that Councillors can expect there to be an overlap in processes between the Long Term Plan 2027 commencing before the Annual Plan 2026/27 has been finalised.

Financial

The Representation and Community Leadership activity sits across the Community Vision and Delivery group and the Organisation Performance Group, the financial information provided here is for the entire Representation and Community Leadership activity.



Capital projects for this activity relate to Levin Town Centre strategy activation projects.

Housing and Business Development

General Update

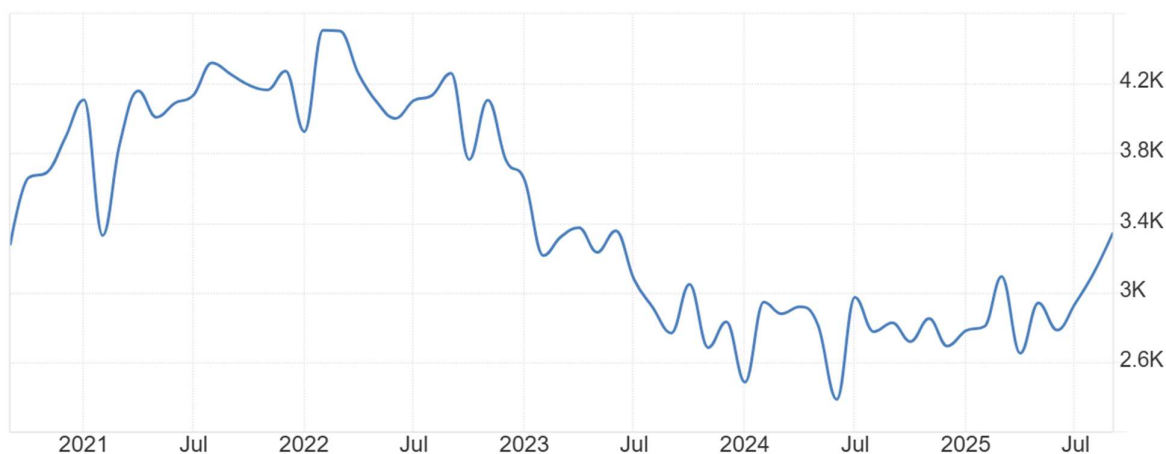
Housing Market Overview

Market confidence and positivity appear to be on the way up. Sales have increased nationwide, showing growing levels of positivity and activity across the country. National sales were up 6.4% year-on-year to 7,505 sales, and New Zealand, month-on-month data show a slight increase in activity at both the national and regional levels, most regions appear to be exhibiting a positive shift.

Median sales prices across the country have stayed steady in recent months, with a median price of \$786,000. New listings continue to rise around the country, up 5.5% year-on-year to 12,209. New Zealand, excluding Auckland, also recorded an increase, up 4.2% year-on-year to 7,783. Inventory levels have returned to over 33,000, up 3.9% nationally year-on-year to 33,588.

First home buyers continue to be a dominant group across the country, taking advantage of lower interest rates and a stabilised market in terms of price, lower interest rates, and easing lending criteria have brought more people back into the market and boosted activity in many regions.

As outlined below there is also a discernible upswing in consenting activity in recent months, mirroring a change to more favourable changes to general economic conditions.



Building Consents by Month Statistics New Zealand

Growth Summary

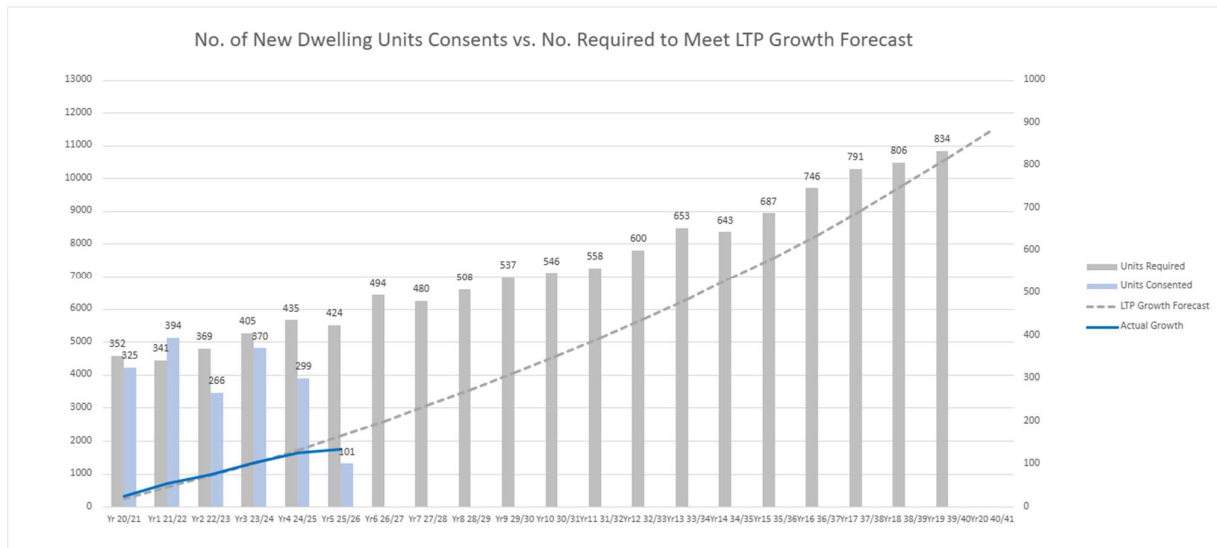
With headline consenting volumes remaining flat across the country, this translates into lower growth numbers of consented dwellings, although we are starting to see some green shoots of a return to volume.

Now a third of the way through the year although the growth numbers look like they will run around 25% below that forecast on the growth curve, there are positive signs that in

extrapolating this number out to the end of this year, we are on track to improve on the 2024/2025 year.

With growth in demand on the horizon, the projected position to year end could land around 350 dwelling units. Although some variation in growth has been included in the growth numbers, we do know the building sector goes through distinct demand cycles, which may not be accurately reflected on this forecast graph.

At this point the forward outlook looks positive.



Building Consents Issued for New Dwelling Units vs. LTP (Long Term Plan) Growth Forecast YTD to 31 October 2025.

Future Forecast for New Zealand

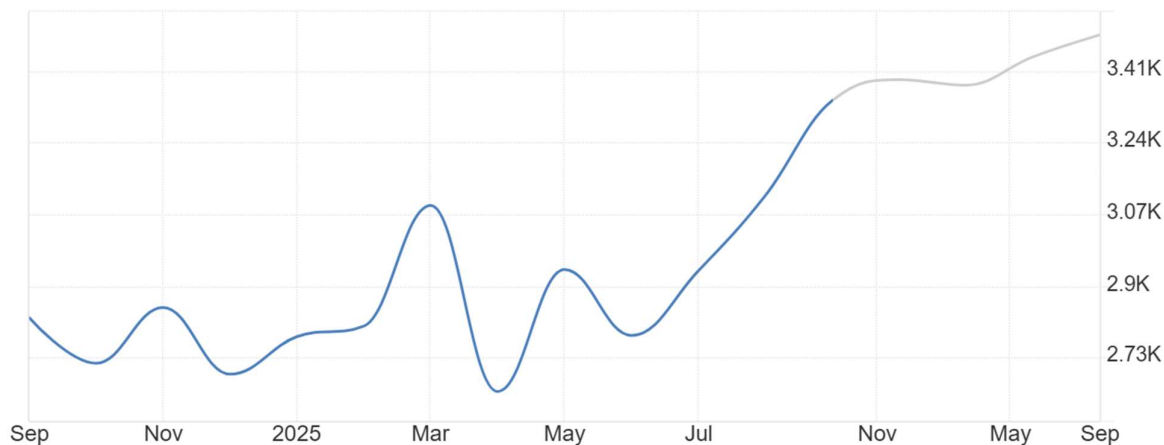
The number of building consents issued for new dwellings in New Zealand increased in the quarter to 3,339 units from the prior period of 3,114, a 7.2% improvement month on month. This represents the third month of positive gain across the country, as stated previously the Horowhenua District has been running ahead of the national trend in recent times also, albeit off a low base.

In the year to September 2025, 34,882 new homes were consented, representing a 3.6 percent increase compared to the year to September 2024. In Q3 2025, there were 10,079 new homes consented, up 9.8% compared with Q2 2024. The annual value of non-residential building work consented was \$9.0 billion, down 1.9 percent from the year ended September 2024.

The annual value of non-residential building work consented stood at \$9.0 billion, the number of new dwellings consented per 1,000 residents was 6.6, up slightly from 6.4 in the previous year. According to econometric models, month on month growth has not changed for 2026 and is forecast at 1.9%, declining to -0.8% in 2027.

Growth prospects for the district remain strong having come through a period of low

demand with solid consenting volume, the recent start on the Ō2NL corridor will only strengthen this position and as the market frees up across the country, we can reasonably expect to benefit from this upswing generally with a 'road of national significance' growth cherry on top.



Forecasted trend for Building Consents by month. Statistics New Zealand

Consenting Summary Overview

Consenting numbers locally remain solid with a slight increase in volume coming in the door yet to be processed.

Forecasts are now highlighting a positive projection forward signalling near 2.0% growth by comparison to this year. This is positive given forecasts to date have been flat. With projected growth to 3,561 units in 2026, it is expected 2027 will run to a similar level, maybe tapering off a little. Delivery performance timing in the delivery of building consents continues to remain solid and ahead of statutory requirements.

The local market continues to buck the national trend and remains above the average run rate for build activity, resulting from developments such as the Ō2NL roading project which is now underway.

Coming off a quiet period where demand felt flat and growth sentiment was low, there does seem to be a clear shift in the market where the latest OCR adjustment appears to have lifted the lid on some of the parked projects and the market is again showing positive signs of improvement.

As illustrated below the volume of consents coming in the door has improved YTD when compared to 2024 although the lagging measures of inspections completed would indicate that we are on the way back up the demand/growth curve. As demand builds our ability to resource this demand will again come into question, in an environment currently facing a number of central government changes which will start to come into effect in 2026, including targeted inspection times, self-certifying plumbing work, granny flats not requiring consents and changes to liability settings for council to name a few.

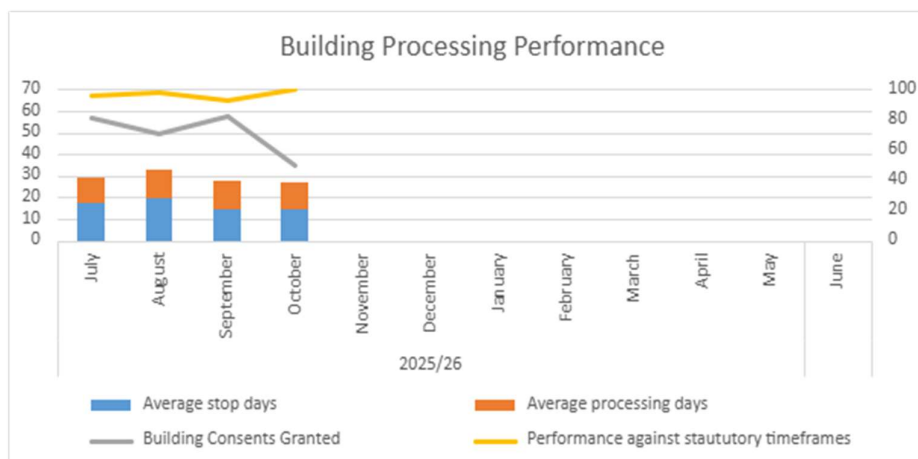
What we are delivering

Building consent trends based on data for the period for 2024/25 financial year and from 1 July 2025 to 31 October 2025 are as follows:

	YTD to 31 October 2025	YTD to 31 October 2024	Trend
Number of building consents lodged	203	182	↑12%
Number of building consents issued	201	196	↑3%
Number of new dwelling consents issued	48	51	↓6%
Number of new dwelling units consented	77	108	↓29%
Value of building consents issued	\$50,726,100	\$63,992,995	↓21%
Number of inspections completed	2638	2923	↓10%
Number of CCCs issued	168	220	↓24%
Number of enquiries about building control functions	424	543	↓22%

The number of consents issued for new dwellings is similar to the same period in 2024/25, however there were fewer dwelling units consented. Demand continues to fluctuate month to month, and October 2025 shows most metrics trending downwards apart from building consents lodged and issued. The Horowhenua has remained solid relative to the generalised trend across the country.

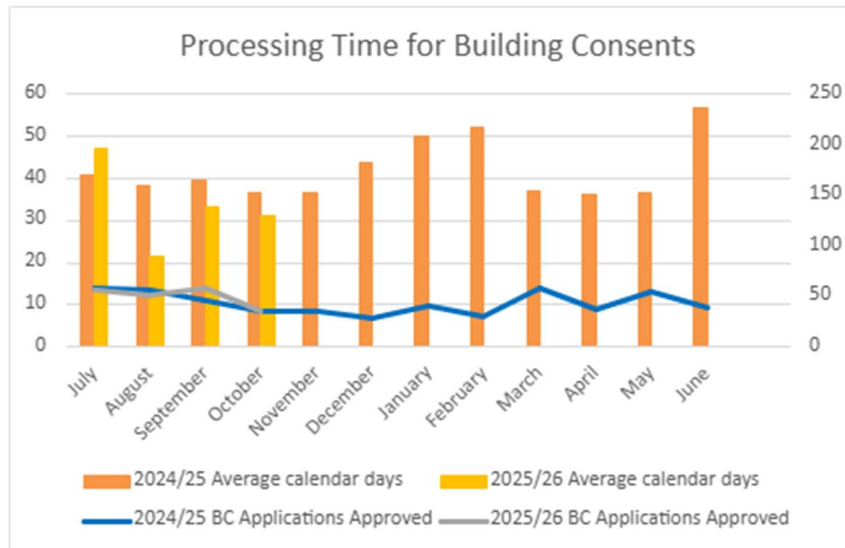
Monthly compliance with statutory processing times in 2024/25 fluctuated between 93-100% throughout the year so far with an average of 97%, as below:



Performance has remained steady this year and overall, the goal to process at least 95% of consents within statutory timeframes, has been met. Work in progress is being closely monitored to ensure consents are progressing through the process as intended.

Ensuring costs and timeframes are kept in balance is an ongoing challenge as we continue to search for technically qualified resources to employ inhouse. Volume and availability of skilled resources remain a key challenge and focus.

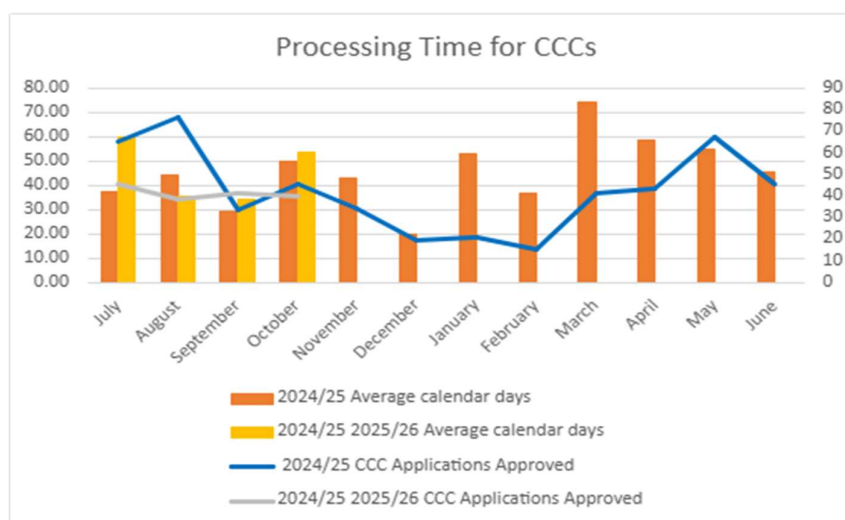
Building Consent Processing Time - Benchmarks



The volume of building consents in progress fluctuated between 41 and 74 in 2024/25, a similar range has been observed YTD with 42 to 72 building consents in progress at any one time. The last few years have seen a consistent positive trend of building consents being processed in fewer calendar days than in the same months in the 2023/24 year.

In real terms this is the true customer experience measure, timing from submission to granting has decreased from an average of 60 calendar days in 2022/23, 47 calendar days in 2023/24, and 41 days in 2024/25 to 34 days YTD to the end of October 2025.

This measure shows not only improvement in performance in council process but also improvement in performance of our partners in the community. Although we are bound by the statutory timeframes, the elapsed time from dropping the application in to council and picking up the granted consent is a self-imposed benchmark that we will aim to continue to improve upon.



The average processing time for Code Compliance Certificates (CCCs) in 2022/23 was 36 calendar days, in 2023/24 it was 40 calendar days, and 54 calendar days 2024/25 and is 46 days YTD to the end of October 2025.

Approximately 92% of CCCs issued YTD to the end of October 2025 have been processed within statutory timeframes, this is a slight improvement on 90% in the 2024/25 and 2023/24 years.

Resourcing levels in the commercial space continue to impact statutory timeframes for CCCs and calendar days taken. Following our IANZ accreditation re-assessment we engaged a contractor to issue compliance schedules for CCC applications where the building contains specified systems (fire alarms, automatic doors etc.).

BCA Accreditation Re-assessment

Our biennial accreditation re-assessment from International Accreditation New Zealand (IANZ) audit was completed in April, the result was very positive, and the initial finding was that Council was deemed to be a low risk from a compliance perspective. The result was that nine items (eight general non-compliance + one serious non-compliance) were tasked for improvement.

All non-compliances were resolved, and conditional clearance was given at the beginning of September 2025, requiring that the BCA provided 3 further examples of compliance schedules by 25 November 2025, to provide assurance that the issues raised have been satisfactorily addressed.

Once the conditional clearance requirements have been resolved, IANZ will re-confirm Council's accreditation, risk level and audit frequency, which currently sits at 'Low'.

Resource Consenting

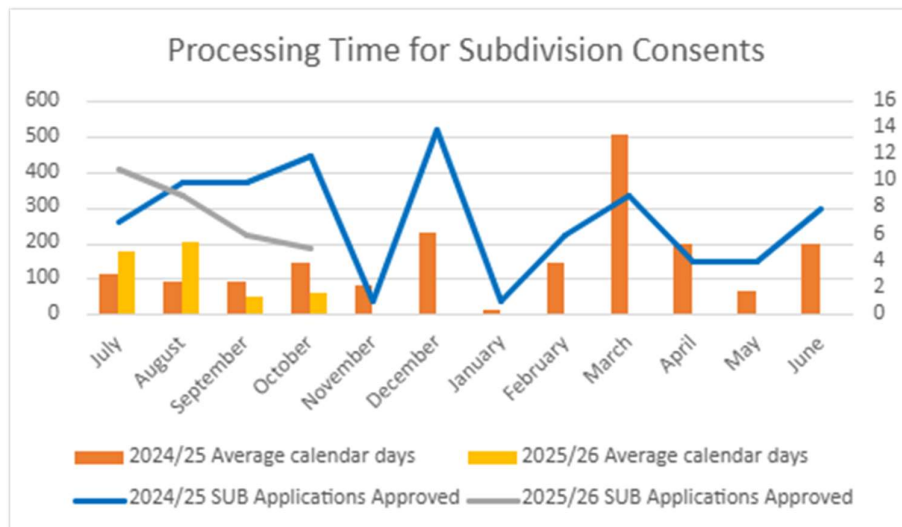
Resource consent trends based on data for the period for 2024/25 financial year and from 1 July 2025 to 31 October 2025 are as follows:

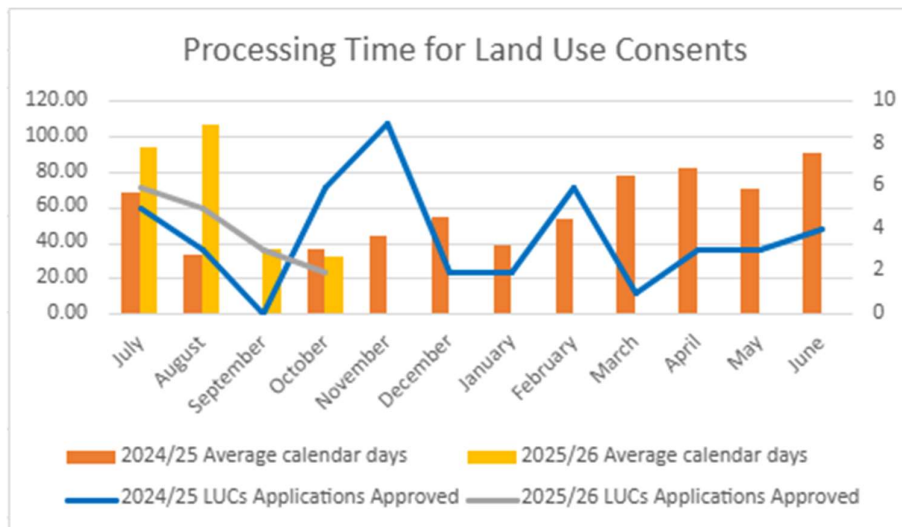
	YTD to 31 October 2025	YTD to 31 October 2024	Trend
Number of resource consent applications lodged	76	83	↓8%
Number of subdivisions consents approved	31	39	↓21%
Number of land use consents approved	16	24	↓33%
Number of new allotments created at 223 stage	26	88	↓70%
Number of new allotments created at 224 stage	93	66	↑41%
Number of enquiries about resource consenting activity	411	389	↑6%

Approximately 71% of resource consents processed YTD to the end of October 2025 were issued within statutory timeframes. It is noted that the level of compliance with statutory timeframes has gradually increased YTD due to the additional measures that have been put in place to ensure top monitor and manage workflows.

No Streamlined Housing pre-application meetings have been held YTD, and no Streamlined Housing consents have been lodged or approved YTD.

Resource Consent processing time benchmarks



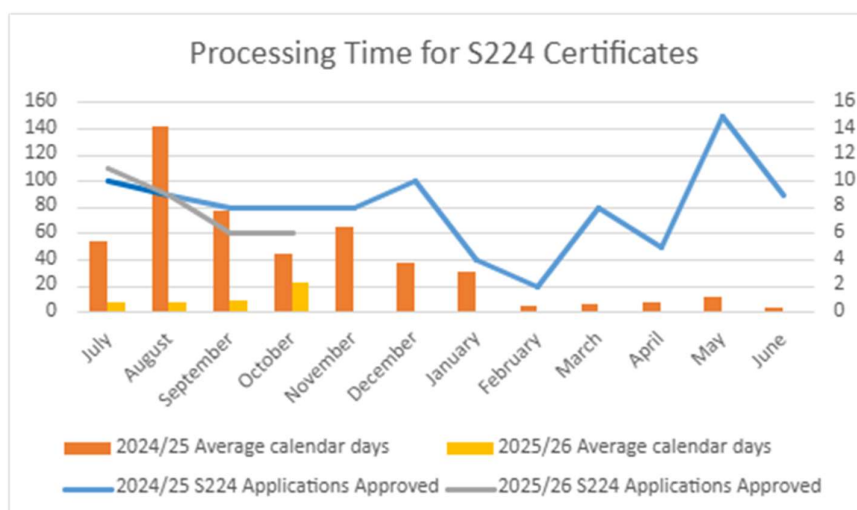


The Resource Consenting space remains a key area of focus, and work is progressing on closing out aged consents with an ongoing, agile review of consenting processes in progress.

The calendar days taken to process Land Use (LUC) have increased to 79 days YTD to the end of October 2025 compared with 57 days in 2024/25 and 99 days in 2023/24. Similarly, the average number of calendar days to process Subdivision (SUB) consents was 141 days YTD to the end of October 2025, compared with 177 calendar days in 2024/25 and 123 calendar days in 2023/24.

These peaks are largely due to the granting of old subdivision consents that have been in the system for some time. The RMA has historically allowed consents to remain in progress indefinitely, even if they were inactive for large periods of time.

Recent changes in the Resource Management (Consenting and Other System Changes) Amendment Act have been enacted, meaning that we will be able to implement a process to return abandoned applications in the future. This should result in a reduction in the overall number of calendar days to process consents.



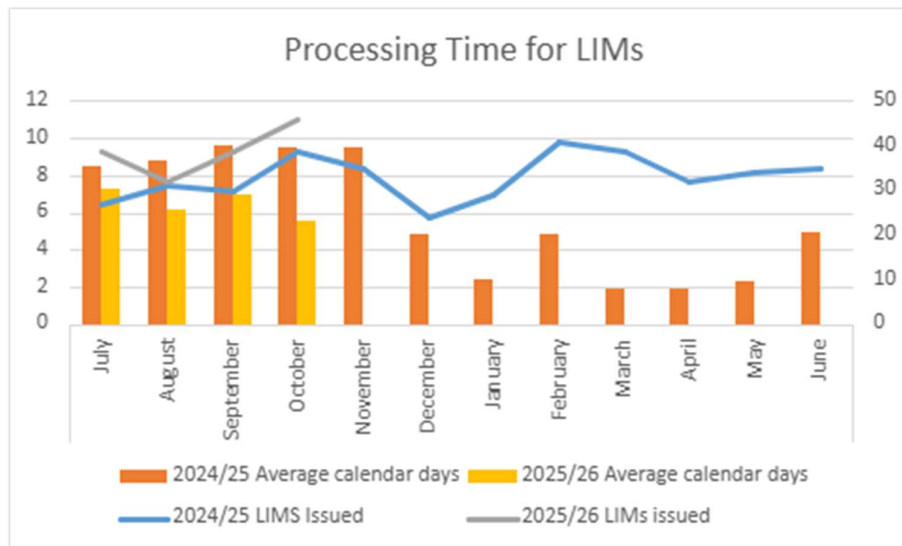
The average processing time for s224 certification (to enable new titles to be issued) YTD to the end of October 2025 was 10 days, this is a slight decrease from 11 calendar days in 2024/25.

Land Information Memoranda

The average calendar days for processing LIM requests was 6.5 days YTD to the end of October 2025, which is a slight increase for 5.5 days in 2024/25.

Out of the 155 LIM requests processed YTD to the end of October 2025, over 76% were processed within 5 working days and all were processed within the 10-working day statutory timeframe.

Several changes have been made to the natural hazard information provided in LIMs, because of legislative changes. These changes are ongoing as we continue to receive information from Horizons Regional Council.



Performance Reporting to the Market

An update of consenting performance has been proactively posted to the 'build' market monthly. The intent was to be open and honest around consenting timeframes and performance with that view that through working with our development community that we can lift performance of the building system across the district. A copy of last months' mail out can be seen below.

Build Horowhenua

MONTHLY UPDATE

Kia ora

Welcome to Build Horowhenua – a monthly newsletter bringing you the latest business and development news in our district. Below is a summary of the key statistics and updates for September 2025.

Building Consent Activity (YTD to 30 September 2025)

153

Building consents lodged



Up 11%
Compared with 138
in September 2024

165

Building consents issued



Up 2%
Compared with 161
in September 2024

Building Consent Processing Times



13

Average working days



33

Average calendar days



93%

Processed within
timeframes



43

Applications were in
progress as at
30 September 2025

Code Compliance Certificate Processing Times



9

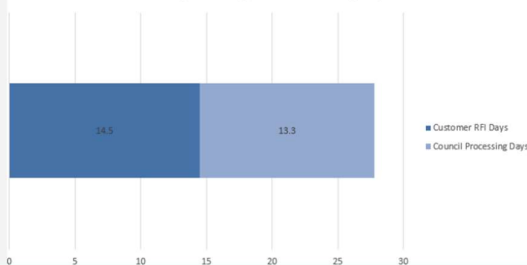
Average working days



30

Average calendar days

Average Building Consent Working Days



Building Consent Feedback



3.5/5 YTD to the end of September

Monthly Stats

Inspections



Fireplaces & Garages
av. wait time 1 - 2 days



Residential (Other)
av. wait time 1 - 2 days



Commercial
av. wait time 1 - 2 days

100%

Delivered within 3
working days of being
requested



Inspection Waiting Times

BCAs are now required to ensure that a minimum of 80 per cent of inspections are carried out within the period of three working days after the date for inspection requested by the building owner or their agent.

38% of inspections failed in September.

The two inspection types with the highest failure rate* were PRE-LINING with 61% failed and FINAL INSPECTION with 51% failed. *data excludes inspection types where less than 20 were completed this month

Resource Consent Activity (YTD to 30 September 2025)

53

Resource Consent Applications Lodged



Down 17%
Compared with 64 in
September 2024

26

Subdivision Consents Approved



Down 4%
Compared with 27
in September 2024

14

Land Use Consents Approved



Down 12%
Compared with 16 in
September 2024

26

S224 Applications Approved



Down 4%
Compared with 27
in September 2024

Monthly Stats

Resource Consent Processing Times



18

Average working days



42

Average calendar days



100%

Processed within
timeframes



65

Applications were in
progress as at
30 September 2025

Subdivision Consents Processing Times



18

Average working days



48

Average calendar days

S224s Processing Times



8

Average working days



30

Average calendar days

Land Use Consent Processing Times



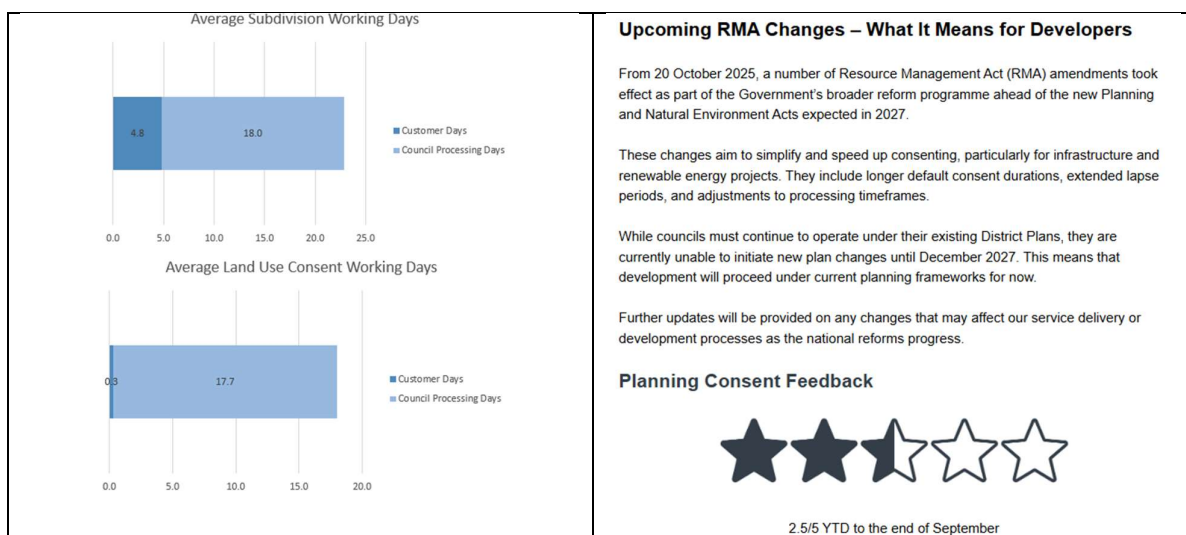
18

Average working days



36

Average calendar days



Revenue & Expenditure

Revenue and expenditure performance/forecast to year end remains positive. The year to the end of June 2025 was the first positive outcome from a revenue and performance perspective in the past three years.

Organisation Performance

Overall, we are forecasting a positive variance to budget of close to \$400k (saving) net of core operating revenue and expenditure. We will continue to scrutinise all revenue and expenditure and work towards increasing this forecasted positive variance to \$500k. Additionally we are forecasting \$700k saving to budget from net interest.

Group Update and Work Plan Delivery

The Business Performance team has completed the 2025 election and onboarding process and are now focused on delivering the induction programme to Council and Te Awahou Foxton Community Board members.

The Finance team is focused on ways to improve the experience for our customers. They have been successful in reducing the waiting time for rates queries and increased the number of customers who will receive their invoices by e-mail. This will dramatically reduce our postage cost.

We are progressing well on key improvements to our systems and processes, and we are tracking well on implementing two new systems - Done safe (Health, Safety & Wellbeing) management tool and Comply With (Legislative Compliance Tool and Loco Delegations).

We have also recently completed a review and update of the Council's Risk Policy and Risk Management Framework and these will be presented to Council in 2026.

Within the Finance team a key focus has also been supporting the organisation in the preparation of the draft Annual Plan Budget for consideration by Council in December. We are focused on delivering options to reduce the level of rates increase expected.

Horowhenua District Revaluations 2025

This three-yearly revaluation, undertaken by Quotable Value (QV) on behalf of Horowhenua District Council, is currently being finalised.

A presentation was provided to Council on 3 December, outlining the draft valuation results and process. A detailed communication plan is being prepared to support the public release of the new valuations.

A press release will accompany the public notification on the 10 December and QV will issue updated valuation notices to all properties across the district on 17 December 2025.

QV will manage the formal objection period from January to February 2026, in accordance with the statutory requirements set out by the Office of the Valuer-General (OVG).

Capability and Transformation

General Update

Our focus this reporting period has been on our updated Organisation Roadmap areas; Customer and Community First, Change, Culture and Continuous Improvement.

We undertook a public email inbox review and carried out a customer request mapping exercise to understand the different “email doors” that customers come through when engaging with our organisation. Our immediate focus from this work is to make incremental changes to enhance the customers' initial contact experience with Council.

We've completed some work to identify valuable trend data on customers who have contacted Council more than once within a month to resolve the same issue. This insight allows us to trace each customer journey from the initial interaction through to resolution. By reviewing these cases, we have been able to uncover opportunities to improve our processes and deliver a smoother, more efficient experience next time (internally and externally).

In this reporting period we completed phase one and commenced phase 2 of our reporting conversion project. Of the 463 reports which are stored in Council's historic reporting services tool, we have reviewed and archived 167 reports (56%) and converted 36 (12%) to Power BI reports. Power BI is used for business intelligence (BI) to connect to various data sources, transform and model the data, and create interactive visual reports and dashboards. The sprints we have created in this project enable us to review and understand the business requirements of the historic reports used within Council and understand future business requirements for those to be converted to Power BI.

Phase one of our Windows 11 project came to a close this reporting period with successful deployment of 215 Windows 11 devices of the expected 217. We are now moving to phase two of the project.

Council Plan on a Page Top Priorities



Ngā Whainga Matua

Council Plan on a Page - Top Priorities

Pursing Organisation Excellence



Continuing the journey of organisational transformation by enabling a culture of service, excellence and continuous improvement.

Review the Organisation Roadmap and implement identified action.

Our enhanced Roadmap focuses on continuous improvement which has seen officers:

- Carry out a review of all public email inboxes which included assessment of automated responses, ownership/management and cross checking against our public facing website content to ensure accuracy of contact points. With this completed our focus moves to how we can further support use of inboxes for management of Council services to support the customer-first experience.
- Pilot a think tank approach to map out the ideal internal and external customer paths with the first focus area being Land Transport. This cross functional team brainstormed how we can ensure early intervention on complex/challenging enquiries and ensure resolution to prevent escalation.
- Engaged in Te Mauri Hiko where six days of capability building was delivered with a third of the organisation attending one or more sessions. 64 people earned their Learner License, having completed all three innovation foundation sessions – that's almost a quarter of the business. Our focus now moves to building further momentum with offering 'Innovation in Action' sessions for our Learner License holders. These will be hands on opportunities to bring a challenge/problem faced into Te Mauri Hiko to explore innovative solutions.
- Roll out the kaimahi development framework which provides learning modules on appropriate use of AI in the Public Sector, Coaching Fundamentals to further strengthen leadership and Planning & Time Management to help kaimahi focus and manage priorities effectively. Over the reporting period a total of 230 modules have been completed.

Further progress on getting the basics right and enhancing the customer experience through implementation of the Customer and Digital Action Plans.

In this reporting period Officers have:

- Continued to advance the GIS upgrade project, with a strong focus on integration and data alignment with core systems i.e. Asset Management. Good progress has been made on the data migration and configuration which involves the project team the team investigating, building, transferring and moving base map layers in our production environment.

- Progressed with integrating Antenno into our core operating system Authority with the project remaining on track for go live 1 December 2025. This integration will enable customer requests reported through the Antenno app to integrate directly into Authority replacing the manual process which occurs currently, making things smarter, faster, simpler and easier.
- Customer Service training modules are being drafted in RedSeed (Councils staff training system) with the aim to have these rolled out to the business in December.

Preparation for the 2025 elections and potential referendum.

The recent local elections saw 18 seats up for election, with 42 nominations received, reflecting strong community interest in participation and representation. This level of engagement highlights a healthy democratic process and the community's commitment to shaping local decision making.

Between August and October, two community members took on the role of Local Election Ambassadors for the former refugee community. Through multiple information sessions, home visits, and direct support, they successfully helped over 60 former refugees register to vote in New Zealand for the very first time. This work was supported by the Meaningful Refugee Participation Fund, enabling them to carry out this important mahi. Their efforts contributed meaningfully to a more inclusive and representative electoral process.

To make voting accessible across the district, 10 ballot bins were placed at key locations in Levin, Shannon, Foxton, and Manakau. These bins collected 6,872 votes, showing that the community actively utilised these convenient voting options. Additionally, special voting sessions were held throughout Foxton, Shannon, and Levin to ensure that all residents could exercise their vote.

Overall voter engagement was positive, with a turnout of 47%, equating to 12,214 votes, an increase of 1.93% compared to the previous election.



Supporting Lake Punahau / Horowhenua Aspirations

Giving focus to advancing actions that speak to community and owners of Lake Punahau / Horowhenua aspirations specific to the role of Horowhenua District Council.

Strengthen relationships with the Lake Trust to consider enabling community aspirations.

The Chief Executive is actively engaging with Trustees to establish a collaborative approach and to define potential resourcing arrangements that will best support their aspirations. A hui took place in October and a follow-up hui late November.

Complete the Lake Domain development plan using 'Better off Funding'.

The Lake Domain Board adopted the Domain Development Plan at their meeting on 30 October. Officers will explore best mechanism to include aspirations within Council's Long Term Plan. All work in relation to the Better Off funding has been completed and as per the Lake Domain Boards endorsement.

Support reactivation of the Lake Domain Board.

Completed with ongoing support provided.

Develop Best Practicable Options for Stormwater management in collaboration with the Lake Trust (as representative of the owners) and other key stakeholders and partners.

Further progress on enabling works for the Queen St water quality intervention device with archaeological investigations completed ahead of work to be tendered late November 2025. There is mounting pressure from Horizons to lodge the now overdue application for Stormwater discharge. All technical work, including an Assessment of Environmental Effects have been completed and shared with the Lake Trust. Cultural input will be required and further Iwi engagement.

Continue to be an active partner with the Arawhata Wetland Project led by Horizons.

We continue to support this Horizons led project which is moving towards procurement and construction in the summer of 2025/26.

Support community led planting and clean up initiatives.

Officers will keep a watching brief on the opening of the Lake Domain before planning community led planting and clean up initiatives.

Enhancing Māori Relationships



Ensuring a concerted focus on developing a partnership framework, to advance our relationships and set up both Council and our partners for shared success through well-defined partnership arrangements and clear engagement expectations.

Progress development of Māori relationships and the Engagement Framework.

Work is being undertaken to investigate options for transitioning our existing partnership agreements to a more aligned and unified partnership and resourcing model, consistent with the intent of Tiraki – the Iwi/Hapū Relationships Framework. This work supports the operationalisation of Tiraki by moving from high-level principles to clear, practical and equitable partnership arrangements.

These options will be developed alongside iwi / hapū and will be presented to Council for consideration and adoption.

Enabling balanced growth with fit for purpose infrastructure



Continuing with our integrated growth planning and strategic delivery approach to enable smart and sustainable development that delivers balanced growth and fit for purpose infrastructure.

Progress an initial omnibus District Plan change to effect quick wins and address immediate issues.

No update as this work has been halted as a result of the Government directive to stop District Plan Change work.

Continue integrated growth planning to inform future capital investments.

This work is underway and of high priority. There are three key projects actively progressing under this workstream (in addition to BAU focus on improving integration across the business in relation to growth matters). These projects are:

- PC6A (application to get an exemption from the Minister to progress this plan change)
- Tararua Road Master Plan
- Levin Development Framework (including focus on aligning the various Levin transformation related projects which are currently underway).

In relation to BAU-type initiatives, the Integrated Growth portal is live and will be regularly updated and enhanced.

Retaining focus and energy on bringing to life the outstanding environment and thriving economy community outcomes through fit for purpose infrastructure.

This is delivered through the capital programme.

Development of Vested Assets Policy.

The intent of the Vested Assets Policy development was to seek to address the financial burden on ratepayers arising from long-term maintenance of infrastructure assets vested through new developments.

The policy position proposed that third parties provide financial contributions (commuted sums) to offset future maintenance costs (consequential opex) for assets vested to Council but not necessarily required by it. A draft concept was introduced to Council for initial feedback, receiving positive support to proceed with further refinement and to carefully assess potential implications.

Current Status – Ongoing:

Collaboration across the council was aimed at developing clear guidelines and parameters for delivery. External expertise has been engaged in helping with the development of this view.

Update November 2026

On the 26th of November central government released a consultation document called 'Going for Housing Growth; Supporting Growth Through a Development Levies System'. This consultation proposes to replace the current development contributions under the Local Government Act 2002.

The Government's overarching approach is that 'growth pays for growth'. This means that the growth-related costs of infrastructure that enables new development should be paid for by new development. The proposed development levies system is designed so councils can forecast the growth-related infrastructure costs for a community, deliver infrastructure, and set appropriate levies to effectively recover costs from development.

As the detail surrounding the policy direction is yet to be refined it may be that the consequential opex of development could be included in new policy established by council or that the frame of the policy still omits this aspect of development cost.

In light of these central government changes the key focus is now on rightsizing this work and determining if it can be included for consideration under the new policy direction. Although the proposal does not clearly talk to consequential apex it does refer to renewal considerations and makes some provision for applying infrastructure costs early in the development.

A wider frame of reference has been sought through an external party to test and frame up the legislative ability of council to attain the targeted outcomes as this may impact wider council financing policy considerations. The proposed changes to levy's will provide for an alternate approach and some of this design will likely sit with councils to determine within the proposed development levy frame.

This work has several hold points so that any future policy position can be adapted to, and consider, the proposed changes to legislation around the new 'development levies' system.

Deliver the Capital Programme.

Delivery of the capital works programme is ongoing with a detailed update in the Group update.

Conduct appropriate investigations in key strategic focus areas—including aquatics, parks, property, and sports—preparing for informed decision making ahead of the next Long Term Plan.

The Strategic Recreation Investment Framework was adopted by Council in June 2025. Officers have been meeting with sporting and recreation groups across the district to work through the Framework and highlight how it may work for them.

Local Water Services Done Well



Navigating change towards inhouse provision of reliable three water services while strategically positioning ourselves to embrace and benefit from sector change.

Navigate in housing of three water services.

Transition has been completed. The Local Waters Team now focuses on improving asset maintenance schedules and bringing visibility to our consenting and regulation compliance. There are several historical monitoring and reporting gaps in consenting conditions. The recent recruitment of an Environmental Planning and RMA role will assist in closing of consent applications and meeting consent reporting conditions.

Position Council for future changes to Local Waters Done Well waters arrangements.

With the formation of the new Central Districts Water Services Organisation (WSO), PNCC, Rangitikei and HDC have stood up a Transition Project and Governance Model. A key focus of the team is standing up process to recruit a WSO Board and Chief Executive by March-June 2026. Equally important is the development of key decision-making documents which

were presented to all three councils elected members in early November, by Simpson & Grierson and Morrison Lowe.

Lead roles have been appointed with HDC represented through Jacinta Straker who has been appointed to the Lead Finance Role.

Strategically Positioning Horowhenua



Ensuring targeted advocacy and proactive pursuit of third-party funding opportunities and strengthening of national and regional connections, to ensure our community's needs are clearly understood and prioritised, keeping us relevant and well-positioned to pursue or react to opportunities.

Pursue new look funding arrangements with (NIFF) (formally CIP) or others to advance growth infrastructure.

No current active engagement.

Pursue funding opportunities to speed up plans or advance unfunded or under resourced priorities.

Officers continue to look for external funding opportunities with an example being one which helped fund the recent Diwali Festival. An application was made to the Ministry for Ethnic Communities' - Ethnic Communities Development Fund for costs associated with delivering the Diwali Festival with an amount of \$9,500 granted.

Respond to regional deal opportunities.

Feedback was received from DIA on the South Manawatū city and regional deal (involving Horowhenua District Council, Palmerston North City Council, Tararua District Council, Manawatū District Council and Horizons Regional Council) that had been submitted in February. The outcome of the feedback was that the deal had not been successful to progress further in Phase 1. The assessment and feedback provided highlighted the areas which would require additional work and updating for any potential second phase. No further action is currently underway. We await confirmation that there will be further opportunities.

Ensuring Financial Discipline and Management



Ensuring targeted advocacy and proactive pursuit of third-party funding opportunities and strengthening of national and regional connections, to ensure our community's needs are clearly understood and prioritised, keeping us relevant and well-positioned to pursue or react to opportunities.

Ensure financial discipline and compliance with our financial strategy and benchmarks.

For the 2025/26 financial year, a savings target of \$1m was initiated as officers continue to maintain fiscal discipline, and delivery on the operating efficiency target. Work is well underway to identify where these savings will be found and a first draft of the results is reflected in this report.

For the reporting period, net debt remains within the financial strategy limit of <250% of operating income, currently tracking at 202%. Refinancing risks remain low with the majority of loan maturities within this financial year pre-funded. Council continues to meet liquidity and funding covenants as required under Local Government Funding Agency (LGFA) agreements.

Project managers are regularly providing reforecasts of capital delivery, improving accuracy and reducing risks. Equally, budget managers are regularly monitoring operating expenditure control measures, and revenue performance.

Insurance renewals are being finalised at the time of preparing this report, we expect this to track within budget while maintaining adequate coverage for key assets.

Implement organisation-wide stringent budget monitoring to ensure all departments adhere to allocated budgets, promoting a culture of financial accountability and transparency across all levels.

Following on from the work in September focusing on identifying any emerging budget pressures or risks not yet captured, uncovering potential savings, and assessing the financial impacts of central government reforms and legislative changes, internal workshops took place in October where the Senior Leadership Cohort tested each other's budgets and explored savings opportunities to ensure the overall savings target can be achieved.

Procure wisely and strategically, to prioritise spending on essential services and projects that deliver the highest value to the community.

Over this period, we have facilitated one Procurement Review Group Meeting and have continued to support the wider organisation in procurement processes.

A significant success in this period was the achievement of \$400k in savings through the renewal of the Kerbside Bag Collection Agreement and increasing Councils revenue share by \$275k in the Foxton/Shannon Transfer Station Agreement.

Monitor Treasury opportunities to take advantage of favourable interest rates, reduce debt servicing costs, and maintain the Council's credit rating.

During the reporting period, additional borrowings have not been required. Spending expectations are being carefully managed and we are being more efficient at planning for spend. Officers worked with Council's treasury advisor on a revised interest forecast and projection for the next financial year as part of preparing the 2026/27 Annual Plan.

Two interest rate swaps totalling \$20m (at 3.24% and 3.49%) were entered into in September to manage interest rate risk in line with Council's Treasury Management Policy.

\$14m short-term borrowing from Local Government Funding Agency (LGFA) matured in August and was refinanced until November 2025.

Provide transparent financial reporting and regular updates to the community on the Council's financial performance and initiatives.

Following the adoption of 2024/25 Annual Report in October, the report was made publicly available within the statutory timeframe. The Debenture Trust Deed audit is being finalised by Audit NZ.

Officers received the 2024/25 audit management report from Audit NZ in November. Audit NZ commented that there has been quite an improvement from prior years as many recommendations were implemented and closed in the 2025 audit.

There is now a total of 8 open recommendations with 5 new ones raised in 2025 and 3 old ones from prior years. There was a total of 18 open recommendations from the Audit Management letter for the year ended 30 June 2024. These are planned to be resolved during 2025/26 and will be reported to the Risk and Assurance Committee.



Enriching Our Environment

Focusing on targeted initiatives to enrich, preserve and enhance Horowhenua's natural environment through promoting sustainability, waste management practices and resilience to climate change for the benefit of current and future generations.

Establish the emission monitoring portal.

No new updates. This action has been completed with the emission monitoring portal established and operating.

Implement the Climate Action Plan within budget allocations.

Key actions have been implemented for the 2025/26 financial year. This includes the establishment of the emission monitoring portal mentioned above and the use of the climate action fund, including the community grant element, to fund grassroots community projects include kai security (diversion of food waste) via the Horowhenua Mana Kai Network Mara Kai.

Continue workstreams to enable decision making on Council's role and focus on waste management and minimisation, including potential future uses of the Levin Landfill site.

Two new Waste Agreements has been finalised for both the Waste Transfer Stations and the kerbside rubbish bag collection. An increase share in transfer station gate revenue and tolls on commercial waste coupled with savings in the bag collection service are a result of new individual fit for purpose agreements.

A focus on waste minimisation and diversion initiatives has officers working through 'discovery' investigations into Construction and Demolition (C&D) reuse opportunities. Other waste related community recycling options that would complement the C&D opportunity are being scoped and costed. A suitable site has been selected that already has sufficient dry space and room for C&D waste. Ministry for Environment funding opportunities will be looked at for the site development.

Three waste minimisation grants have been approved totalling \$7,680.00.

The Shannon Mobile Recycling Station has received a purpose-built bin to receive glass bottles, and another purpose built 20-foot container to receive comingled recyclables (paper & card, plastics, tins and cans) The new more user-friendly arrangement reduces the number of annual servicing requirements.

Support the protection and restoration of natural habitats, including wetlands, forests, and coastal areas.

Officers have continued to support the protection and restoration of natural habitats across the district, including foredune planting and coastal resilience work at Waikawa Beach and Foxton Beach, wetland and riparian enhancements at Hokio, and pest-plant management in rural areas in partnership with Horizons Regional Council.

Continue partnerships with schools, local organisations, and community groups to promote environmental stewardship.

A high-profile video archive to promote positive behaviour change is being developed to be used as a resource for not only the promotion of waste minimisation, but also other Council administered activities such as reduction in illegal dumping and protocols to prevent sewer blockages. Three videos are soon to be released that directly support the Council funded Enviroschools program. The videos soon to be released are titled: Simple Swaps, Dumped and Lunchbox Lowdown.

Waste levy funded grants have been approved for two waste minimisation projects.



Community Preparedness

Focusing on strengthened Council and community preparedness and resilience to enable our ability to plan for, respond to, adapt and recover from emergencies and district changes.

Emergency management planning and preparation.

In this reporting period Officers have:

- Delivered targeted training and facilitation activities to uplift organisational readiness and strengthen core emergency management capability.
- Provided a Sitrep training session for the Intelligence Function team (13 attendees), focusing on situational awareness, development of a common operating picture, and improved sitrep quality.
- Facilitated a Public Information Management (PIM) tornado scenario exercise, enabling the team to practice early establishment of strategic communications and clear role delineation.
- Supported further EOC 365 system development with a functional admin session (19 attendees), allowing staff to trial system enhancements ahead of the November regional exercise.
- Co-facilitated the National ShakeOut – Get Ready drill across all Council facilities alongside H&S and Communications.

- Maintained a strong level of situational awareness and operational readiness, including monitoring severe weather (23–28 October), attending Group Controller briefings, reviewing MetService updates, and ensuring timely dissemination of information to the Local Controller, IMT, Emergency Management Committee and partner agencies. The EOC remained at Level 1 (Monitoring).
- Strengthened partnerships and sector collaboration, including participating as a panel member in NEMA’s Emergency Management Officers Induction Forum with the National Controller and WREMO representatives.
- Advanced community resilience initiatives, through engagement with EECA on funding aligned with the Whakamana Marae project. Funding support of up to 75% (up to \$66k per facility) will enable solar and battery installations across selected facilities to ensure continuity during emergency events.
- Built community capability by delivering VHF radio training with the Shannon Community Civil Defence Response Group, supporting local response readiness through practical communication exercises between Shannon School and the EOC.
- Maintained ongoing inter-agency coordination, hosting two Emergency Management Committee meetings (9 October and 13 November) with full partner agency participation and active information sharing.

Progress priority business continuity and resilience initiatives.

The Business Continuity Plan (BCP) has been completed and adopted. The current focus has moved to the improvement report which will outline where investment may be required, or small improvements can be made.

Continue tackling stormwater hotspots across our district.

The focus is on Levin and Foxton Beach Stormwater consent and water quality improvement intervention planning. The catchment management plans are under review with minor improvements in 2025/26 and a work programme is to be adopted by July 2026.

Community Connections and Better Wellbeing



Focusing on priority wellbeing initiatives driven by the Horowhenua Blueprint, Wellbeing framework and the Housing Action Plan while strengthening place-based community relationships and engagement to foster authentic relationships and enhanced community connections.

Continue progressive implementation of Blueprint priorities.

A range of initiatives from the Blueprint continue to be advanced. Several of these are covered in detail elsewhere in this Report, such as District Plan changes (see Priority 4), Planning and Design work for Ō2NL (see Priority 12), Implementing the Levin Town Centre Strategy (see Priority 11), Implementing Destination Management Strategy (see Community Vision & Delivery Group update – Destination Management).

Implement the Housing Action Plan priorities.

Overview: The Housing Action Plan has been refocussed on pivoting away from reliance on state-led development, turning toward Community Housing Providers (CHPs) and other alternative channels for affordable and emergency housing delivery. This change results in both a longer and slower road to travel as we work to develop relationships with existing and emerging CHPs.

The targeted resource to focus on the ongoing development of this programme exited in November and given the change in central government policy direction in relation to the revised role of Kainga Ora, it is unlikely this resource will be replaced at this time. Key points to note from the current programme of work;

- Data is showing that housing affordability has improved in the Horowhenua in recent times. In June 2025, the median house cost 5.0x the median household income, down from 6.5x income at the 2022 market peak. Some of this will be driven by macro monetary policy positions.
- Notably the district has seen 25% growth in public housing stock over the past 3 years, much of this growth has been driven through collaboration between HDC and the wider development/housing community.
- The housing register administered by MSD encouragingly shows 156 families on the register for public housing, down from the five year high of 237 recorded in June 2022.

Much of the ongoing programme is now a function of work already underway in line with the revised Housing Action Plan Framework, this coupled with the Central Government changes highlighted, provides the opportunity for this work to continue off a strong base with a lighter touch.

Activate the key priorities within the Community Wellbeing Strategy.

The Community Wellbeing Committee has not met since August and despite the pause in formal committee meetings, Council Officers have continued to actively monitor, review and implement actions within the Community Wellbeing Action Plan.

We received funding from the Ethnic Communities Development Fund to support the delivery of the Diwali Festival. This funding enables the continuation of culturally significant celebrations that promote diversity and community cohesion.

Another successful Haunted Library event was delivered, attracting and engaging community members of all ages. The event continues to be a popular annual activity contributing to local arts, culture and family-friendly entertainment.

The Mayor's Task Force for Jobs Programme launched a Youth Job Café, providing a welcoming space for young people to:

- Search for employment opportunities
- Receive support with writing CVs cover letters and job applications
- Connect with other youth job seekers.

The café has proven successful in fostering a sense of belonging and peer support among young people seeking employment.

The first round of Climate Action Funding was allocated to the Horowhenua Mana Kai Network for a Mara Kai Specialist role. This role focuses on establishing or strengthening three mara kai sites across the district.

Early progress includes:

- Support delivered to Hinemoa House
- Planting of 20 fruit trees and 5 native plants.

This initiative enhances local food resilience, sustainability and community wellbeing.

The annual Age on the Go Expo was successfully delivered in October. The event showcased a wide range of services, organisations and activities available to the district's older residents, supporting social connection, wellbeing and awareness of available support.

In partnership with Muaūpoko Tribal Authority, the first Taitoko Hauora Expo took place in November. This event encompassed both clinical and non-clinical health and wellbeing services, improving access to health and wellbeing information for the community.

Maintain a sustained focus on improving our communication and engagement across communities.

There has continued to be a sustained and visible focus on strengthening how we inform and engage our communities across multiple channels and topics. We delivered end-to-end communications for the local elections and inaugural Council meeting. In addition, we supported a range of community campaigns and kept residents informed about complex issues including the Levin Landfill, Local Water Done Well / Central Districts Water, and major infrastructure projects. Community Connection has continued as a key vehicle for reaching households, alongside consistent use of web, social, radio, billboards, print and Antenno to ensure clear, timely information on events, services, changes and opportunities to get involved.

At the same time, we've been strengthening the systems, tools and relationships that sit behind effective engagement. The team has completed ALGIM's website survey, advanced OpenForms and online payments work, improved bylaw and landfill information online, supported Te Mauri Hiko, and commenced a staff storytelling series to humanise Council and build trust. We also trialled and reviewed a new media stand-up process with the local newspapers.

Initiate community plans in Foxton and Shannon and continue with place-based relationships.

Foxton and Foxton Beach Community Plan:

The Foxton Futures Group has been focusing on the prioritisation of tasks to be identified in the Foxton and Foxton Beach Community Plan. All theme groups (Community,

Commercial and Tourism, Culture and Heritage, Infrastructure and Transport, Nature and Environment and Recreation) have been meeting individually to enable the appointed theme lead to attend the Foxton Futures Group meetings on their behalf.

Shannon/Otāuru Community Plan:

The Community Plan Working Group have met several times since the start of October. Priority Area co-ordinators have been agreed, and the first meeting of the Priority Area Groups took place on 30 October. Several organisations and interested community members attended, discussing projects of interest and next steps.

The Working Group continues in its governance and co-ordination role, discussing opportunities to connect with and include other active groups in Shannon, seeking community input to develop a Shannon brand, and material that would be useful for the Group to continue to expand their skills to enhance this community-led work.

Activating the Levin Town Centre



Activating key strategic initiatives to act as a catalyst for change, stimulating collaborative and transformational revitalisation of Levin's hub.

Implement agreed Strategy initiatives.

Progress continues to deliver on the Levin Town Centre Strategy with Council having an unconditional contract in place to sell the Levin War Memorial Hall and Village Green to The Wellington Company Ltd for redevelopment. Following confirmation of the commercial negotiations, an Expressions of Interest (EOI) was released to market to redevelop the Levin Bath Street/Salisbury Street Carpark. All EOIs were reviewed, and the short-listed respondents will be presented to Council at December's Council meeting, to seek approval to progress to the next stage of the process, being to participate in a Request for Proposal (RFP).

An executive summary and draft Levin Town Centre Access and Parking Strategy has been provided to Council ahead of seeking feedback from the community via Let's Kōrero, Council's media channel. This will be open until 16 January 2026.

A report is being prepared to outline the future approach to bring the six Council-owned properties located in Oxford Street to market.

The Town Centre team have been working with Arterra Interactive to finalise the video capturing the aspirations for the Levin Town Centre transformation.

Officers will be providing Council with a briefing on the Levin Town Centre transformation programme on 17 December 2025.

Pursue connections and relationships to build momentum outside of Council led initiatives.

An introductory meeting between Council's key contacts and The Wellington Company was held to establish a positive and collaborative relationship as we work together to redevelop the Levin War Memorial Hall and Village Green.

The team met with the Community Steering Group to share the draft Access and Parking Strategy and the proposed enhancements to the former Women's Bowling Green area and adjacent carpark. The proposed ideas were also shared and discussed with stakeholders of the former Women's Bowling Green, i.e. RSA, Thompson House, Art Society and Pottery Club.

The Levin Uniting Church invited the team to learn about the proposed Levin Uniting Building Project and how this work aligns and could link into the Levin Town Centre Transformation.



Ōtaki to North Levin Readiness

Leveraging the Ōtaki to North of Levin Expressway Project to seize opportunities and ensure alignment with strategic council priorities for long-term community benefit

Continued advocacy on Ō2NL revocation.

Officers have been actively advocating for greater clarity on the Ō2NL revocation process. Officers have worked with NZTA to establish guiding principles for joint working arrangements following a series of meetings and a dedicated workshop. Officers have participated in a function definition workshop, commencing the process of determining the intended function of the existing state highway at handover, and are now confirming these functions to inform future network planning and operational considerations.

Officers have been engaged across key project governance, design and communications forums, including the Internal Alignment Team, Ō2NL Owner Team Leadership meetings, design management workshops, and the communications cohort, to ensure Council priorities are reflected in project planning. Officers have provided input into project design and planning to support seamless integration with Council infrastructure and maintain alignment with long-term community outcomes.

Championing legacy outcomes.

Council officers are actively contributing to the legacy outcome workstream, ensuring long-term social, economic, cultural, and environmental benefits are embedded within the project. They've participated in design reviews to protect Council infrastructure, support local road connectivity, and address safety and resilience considerations.

Work is also underway with both the North and South Alliances on specific design items — including stormwater management and local road geometrics — to ensure practical integration and alignment with Council standards.

Positive progress is being seen in legacy outcomes such as local employment and contracting opportunities. Officers continue to collaborate across project teams to keep legacy objectives central to procurement decisions, design development, and operational planning, while helping embed legacy principles throughout utilities design, road geometrics, and construction planning.

Exploring opportunities and planning for consequential Ō2NL impacts with a specific focus on revocation.

Council officers continue to maintain strong internal alignment to manage the wider impacts of the Ō2NL project. Engagement is ongoing with NZTA, project alliances, and various technical and governance forums — including the Owner Interface Manager group, Systems and Design group, Project Steering Group, and communications cohort — to ensure consistent input into design, delivery, and communication strategies.

Reviews of utilities, flood modelling, safety audits, and road geometry designs are helping to address potential risks and optimise long-term network performance. Particular attention is being given to revocation considerations such as future operational function, tolling implications, and integration with local transport networks. Coordination also continues with the North and South Alliances on technical matters, including stormwater and local road geometrics, to ensure outcomes align with Council priorities.

Limited notification has been confirmed for the East West Arterial consent. Officers are supporting compliance and monitoring activities, reviewing consent requirements, and preparing for upcoming phases of documentation and assessment — including building consent exemptions and utilities reviews. Work with technical specialists is ongoing to ensure thorough evaluation of project impacts and well-informed recommendations for governance consideration.

Ngā Uara Organisation Values



Our Values – What We Stand For

#arohatōmahi - **We love our work** and know that our work matters. That is why we do what we say we will do and apply energy and enthusiasm across our mahi.

Mahi Tahi - **We are one team**, stronger together as we work with and for our community to deliver outcomes that matter.

Tiakitanga - **We proudly and professionally contribute every day** to the care of our community and whenua with courage, positivity and mana – leaving a legacy which will protect a future that matters.

In November, these values were on full display at our inaugural Council Expo at Te Takeretanga o Kura-hau-pō. The Expo provided a unique opportunity to showcase the breadth of council mahi to Council and the wider community, offering a clear and accessible look at the essential services that keep Horowhenua running.



Across the event, the enthusiasm, collaboration and professionalism of teams reflected arohatōmahi and mahi tahi in action. Creative displays, practical demonstrations, and the conversations between kaimahi and visitors highlighted the dedication behind our everyday work—whether in roads, water and wastewater, parks, libraries, customer services, environmental care, or emergency management.

For Councillors, the Expo formed an important step in their induction journey, helping build a deeper understanding of how our teams work together and how each role

contributes to tiakitanga across the district. Community attendees also gained insight into the coordination and commitment required to deliver the services they rely on.



Pūrongo Ahumoni Whakarāpopoto

Financial Summary Report



Statement of Comprehensive Revenue and Expense to 31 October 2025

	Actual	Budget	Variance	Forecast	Budget	Variance	
	Full year to 31 October 2025 \$'000	Full year to 31 October 2025 \$'000	Full year to 31 October 2025 \$'000	Full Year 2025/26 \$'000	Full Year 2025/26 \$'000	Full Year 2025/26 \$'000	Notes
Revenue							
Rates Revenue	22,658	22,898	(240)	69,106	68,694	413	
Operational Grants & Subsidies	1,585	1,115	470	3,389	3,344	45	
Fees & Charges	2,311	1,738	573	6,020	5,213	807	1
Other Revenue	2,153	2,032	121	4,845	4,937	(92)	
Total Revenue	28,706	27,782	924	83,360	82,188	1,172	
Expenditure							
Employee Benefit Expenses	8,521	7,785	(735)	25,220	24,689	(531)	2
Other Expenses	11,020	11,472	452	32,680	34,947	2,266	3
Total Expenses	19,541	19,258	(283)	57,901	59,636	1,735	
Finance Income	602	-	602	1,232	-	1,232	
Finance Costs	2,924	3,284	361	10,377	9,852	(525)	
Net Interest	2,321	3,284	963	9,146	9,852	707	4
Operating surplus/(deficit) before capital revenue and taxation	6,844	5,241	1,603	16,314	12,699	3,614	
Capital Items							
Revenue							
Capital Grants and Subsidies	2,176	1,855	320	4,758	5,566	(808)	5
Development Contributions	330	722	(392)	1,774	2,166	(392)	
Vested Assets	-	-	-	-	-	-	
Gain/(loss) on revaluation of financial liabil	-	-	-	-	-	-	
Investment (Gains)/Losses	-	-	-	-	-	-	
Other gains	-	-	-	-	-	-	
Total Capital related Revenue	2,506	2,577	(71)	6,532	7,731	(1,199)	
Expenditure							
(Gain)/Loss on sale of assets	-	-	-	-	-	-	
Depreciation and Amortisation	7,811	7,795	(15)	23,400	23,386	(15)	
Loss on Derivatives	2,480	-	(2,480)	2,480	-	(2,480)	6
Total Capital related Expenditure	10,290	7,795	(2,495)	25,880	23,386	(2,494)	
Total Surplus/(deficit)	(941)	22	(963)	(3,035)	(2,955)	(80)	

Explanations of significant variances

Overall, we are forecasting a positive variance to budget of close to \$400k (saving) net of core operating revenue and expenditure. We will continue to scrutinise all revenue and expenditure and work towards increasing these underlying savings of \$500k. Additionally we are forecasting \$700k savings to budget from net interest savings as a result of reducing interest rates.

Note 1 Fees and Charges favourable - mainly due to Solid Waste Recycling rebates being higher than budgeted which includes \$453k that was carried forward from the 2024/25 year.

Note 2 Employee Benefit Expenses unfavourable – mainly due to vacancy savings not as much as budgeted during the first four months of the financial year. There has also been more annual leave liability being recorded. This happens when the organisation takes on new staff, holds vacancies, or when staff are taking less leave than they earn. As balances increase, so does the future cost we must recognise.

Note 3 Other Expenses favourable – further detail in the table below.

Other Expenses	Actual 31 October 2025 \$000	Budget 31 October 2025 \$000	Variance 31 October 2025 \$000	Forecast 2025/26 \$000	Budget 2025/26 \$000	Variance 2025/26 \$000	Notes
Professional Services	2,197	2,327	130	7,156	7,055	(102)	
Materials	314	226	(88)	690	677	(13)	
Maintenance	5,010	4,930	(80)	14,505	14,790	285	
Bank Fees	52	24	(28)	132	72	(60)	
Insurance Brokerage	-	8	8	-	25	25	
Grants Paid	297	219	(78)	607	657	50	
Utilities	720	623	(97)	2,014	1,869	(146)	
Communications	66	66	(0)	215	198	(17)	
Vehicle Expenses	207	223	16	681	681	0	
Other Treasury Expenses	27	47	20	160	141	(19)	
Labour Recoveries for Capex projects	(954)	(1,221)	(267)	(3,520)	(3,662)	(141)	A
Other Expenses	3,085	4,000	915	10,042	12,445	2,403	B
Total Other Expenses	11,020	11,472	452	32,680	34,947	2,266	

Note 4 Net Interest favourable - we are monitoring market interest rates closely and utilising the use of hedging strategies.

Note 5 Capital Grants and Subsidies unfavourable – largely due to reduced funding from NZTA Waka Kotahi.

Note 6 Loss on Derivatives unfavourable - due to loss on interest rate swaps with interest rates movement. Swaps are derivative contracts with gains or losses on the swap contract matching gains or losses on the balance sheet. They are non-cash items.

Statement of Financial Position as at 31 October 2025

	Actual Full year to 31 October 2025 \$000	Budget Full Year 2025/26 \$000	Council Actual Full Year 2024/25 \$000
Assets			
Cash and cash equivalents	9,292	4,419	15,192
Debtors and other receivables	21,099	5,265	14,208
Inventories	133	-	133
Derivative financial instruments	79	-	302
Other financial assets	50,813	8,467	50,812
Non-current assets held for sale	1,942	-	1,942
Property, Plant and Equipment	991,756	1,054,603	991,197
Intangible assets	1,387	1,358	1,387
Forestry assets	1,446	1,439	1,446
Commercial property	3,015	2,927	3,015
Total Assets	1,080,962	1,078,478	1,079,634
Liabilities			
Creditors & Other Payables	17,327	15,659	19,023
Provisions	14,705	9,469	14,811
Employee benefit liabilities	2,680	2,390	2,566
Derivative financial instruments	3,730	-	1,473
Borrowings and other financial liabilities	242,539	217,477	240,000
Total Liabilities	280,981	244,995	277,873
Net Assets	799,981	833,483	801,761
Equity			
Retained earnings	234,340	250,497	236,757
Revaluation reserves	555,638	573,043	555,005
Other reserves	10,003	9,943	9,999
Total Equity	799,981	833,483	801,761

Explanations of significant variances

Debtors and other receivables – This variance is in line with the same period last year and the difference is largely due to timing.

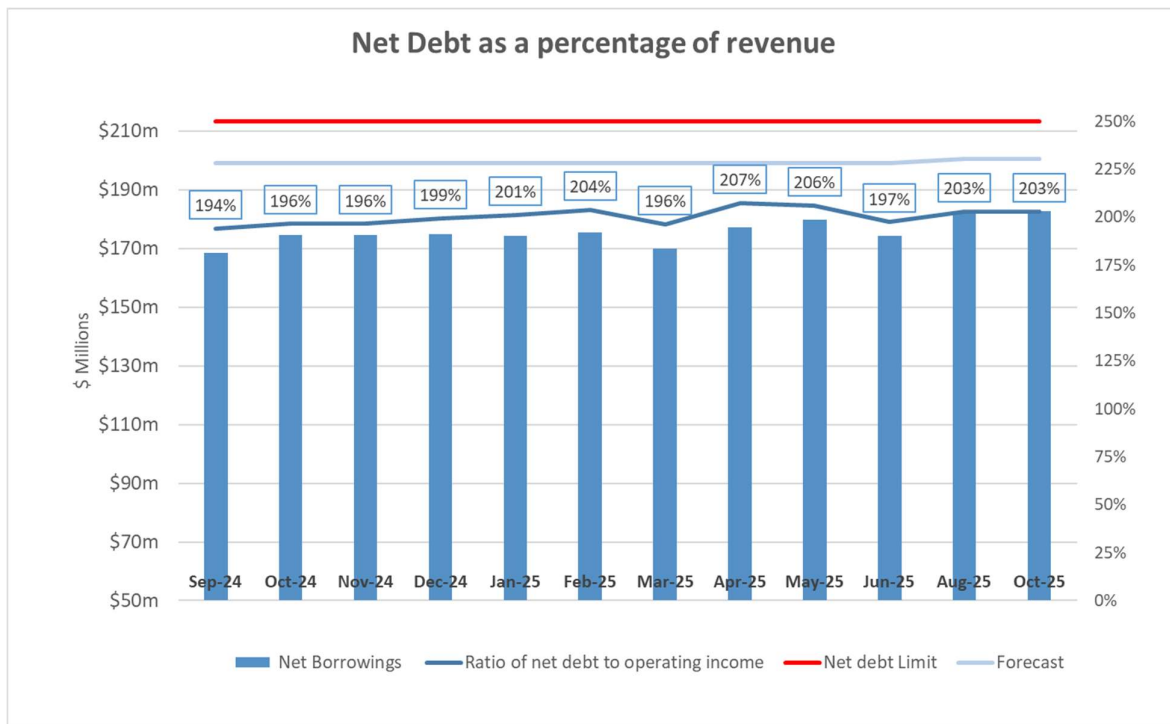
Other financial assets – Term deposits totalling \$43m with maturity in 2026 were held for prefunding purposes. Prefunding allows the council to have funds available to repay current loans as they fall due.

Treasury Update to 31 October 2025

As at 31 October 2025, Council had \$242.5m of current external debt, up slightly from \$240m at the end of June 2025. This is due to the Council receiving \$2.5m interest free loan from National Infrastructure Funding and Financing (NIFF) previously Crown Infrastructure Partners (CIP), for the Tara-Ika infrastructure project.

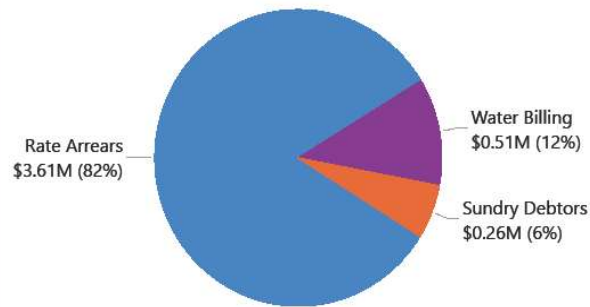
Council also holds \$43.35m on Term Deposit of which \$43m is pre-funding to repay debt the majority of which is due this financial year. In addition, Council has a \$7m BNZ facility, and a \$20m facility with the LGFA.

Our net debt (total borrowings less term deposits, borrower notes and cash) at 31 October 2025 was \$182.5m, equating to 203% of operating income - below the limit of 250% set out in the 2024-44 Long Term Plan for 2025/26. Our full year forecast position is currently expected to be 230% in line with the 2026/27 Annual Plan.



DEBTORS REPORT

Total Debt (Over 90 Days)



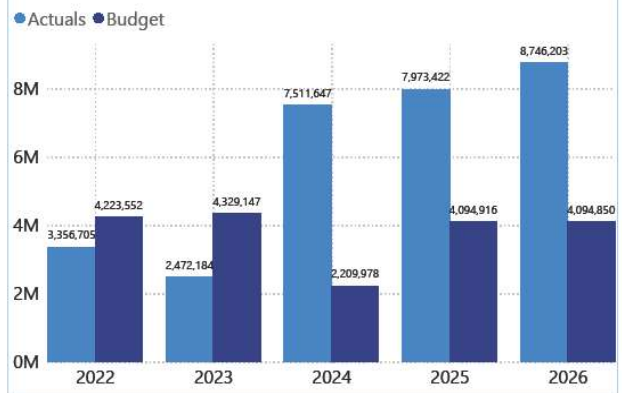
Property Rates Arrears



Arrears By Rate Zone

Rate Zone	Total Arrears	Properties
Foxton	\$413,781	140
Foxton Beach	\$236,197	113
Hokio Beach	\$150,237	25
Levin	\$1,275,385	565
Manakau	\$1,956	2
Non Rateable	\$7,218	6
Ohau	\$17,897	7
Rural Farming	\$403,774	157
Rural Other	\$547,498	214
Shannon	\$408,194	78
Tokomaru	\$41,022	17
Utilities	\$1,272	1
Waikawa Beach	\$12,962	8
Waitarere Beach	\$92,604	45
Total	\$3,609,996	1378

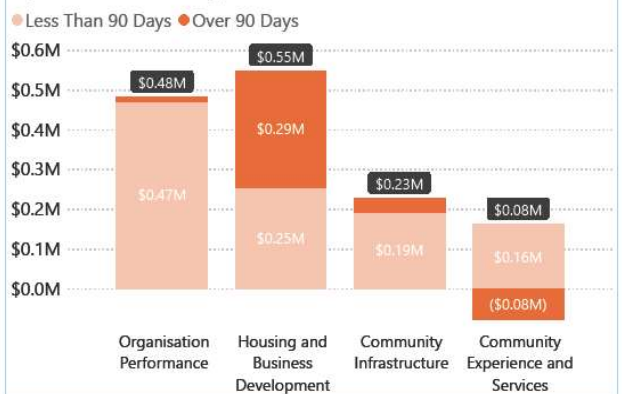
Rates Remission



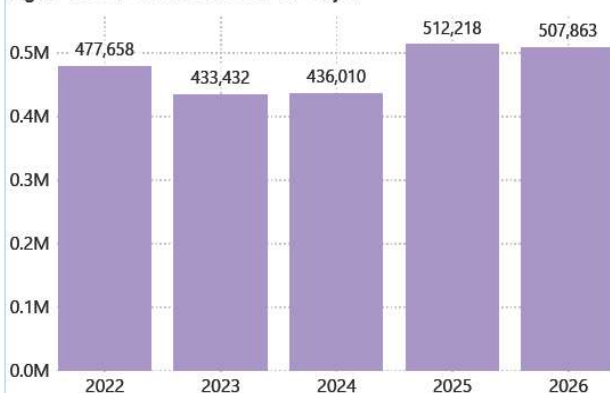
Top 10 Debtors Over 90 Days

Debtor Number	Business Group	Category	Balance
215665	Housing and Business Development	Building Consents	40,373.00
214862	Housing and Business Development	Resource Consent Fees	28,156.27
206865	Housing and Business Development	Resource Consent Fees	17,116.38
207798	Community Infrastructure	Rubbish Bags	12,641.74
215059	Housing and Business Development	Building Consents	12,467.00
100295	Community Infrastructure	Rubbish Bags	11,600.00
214181	Community Experience and Services	Rental Income Monthly	10,920.23
216026	Housing and Business Development	Resource Consent Fees	9,828.00
215376	Housing and Business Development	Resource Consent Fees	8,397.19
213944	Housing and Business Development	Resource Consent Fees	8,262.77

Aged Debtors Sundry



Aged Water Balance (Over 90 Days)



Debt Collection Overview (Amount and Items)



Rates Debt Management Overview

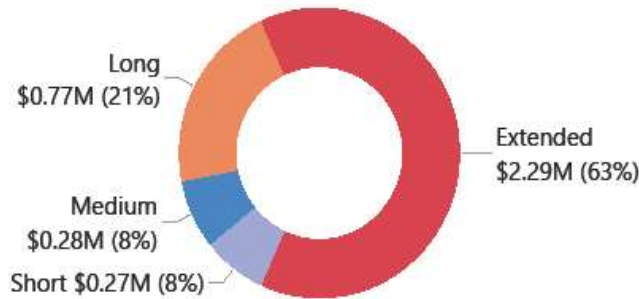
31 October 2025

Latest Arrears Quarter

\$3.61M

Overall Arrears As Of Latest Quarter

● Short ● Medium ● Long ● Extended



Short Term Arrears

with 1-2 consecutive Arrears behind from latest Quarter

Medium Term Arrears

with 3-4 consecutive Arrears behind from latest Quarter

Long Term Arrears

with 5-8 consecutive Arrears behind from latest Quarter

Extended Term Arrears

with 9 or more consecutive Arrears behind from latest Quarter

*Arrears Over \$99

Arrears Amount and Property Count by Arrears Frequency



Total Arrears and Properties By Zone

Quarter Rate Zone ▲	30 June 2024		30 June 2025		31 October 2025	
	Arrears	Properties	Arrears	Properties	Arrears	Properties
Foxton	\$311,891	156	\$439,514	184	\$413,781	140
Foxton Beach	\$180,317	130	\$280,394	147	\$236,197	113
Hokio Beach	\$112,363	21	\$146,924	29	\$150,237	25
Levin	\$1,124,022	689	\$1,402,999	828	\$1,275,385	565
Manakau	\$4,432	4	\$2,665	3	\$1,956	2
Non Rateable	\$12,712	8	\$4,979	5	\$7,218	6
Ohau	\$21,369	17	\$19,286	13	\$17,897	7
Rural Farming	\$344,616	163	\$389,713	164	\$403,774	157
Rural Other	\$439,929	282	\$605,640	310	\$547,498	214
Shannon	\$325,383	99	\$417,099	101	\$408,194	78
Tokomaru	\$26,365	21	\$32,592	20	\$41,022	17
Utilities	\$581	1	\$1,266	1	\$1,272	1
Waikawa Beach	\$21,056	21	\$17,991	19	\$12,962	8
Waitare Beach	\$95,436	78	\$108,059	74	\$92,604	45
Total	\$3,020,472	1690	\$3,869,121	1898	\$3,609,996	1378

5+ Consecutive Arrears Quarter Period (Long Term and Extended Term Arrears Frequency)

\$3.06M

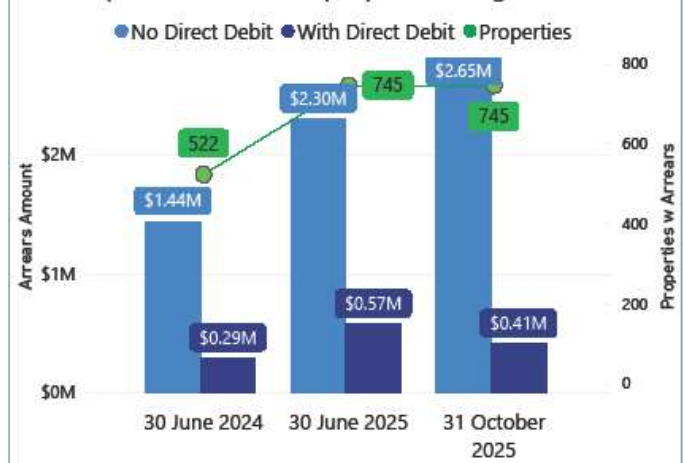
Overall Long Term and Extended Arrears As Of Latest Quarter

Arrangement Status	No Direct Debit		With Direct Debit		Total	
Rate Zone	Arrears	Properties	Arrears	Properties	Arrears	Properties
Levin	\$815,491	191	\$195,270	95	\$1,010,762	286
Rural Other	\$418,456	105	\$63,032	27	\$481,488	132
Shannon	\$360,561	45	\$29,722	7	\$390,283	52
Foxton	\$299,158	69	\$68,001	16	\$367,159	85
Rural Farming	\$330,982	75	\$3,593	5	\$334,576	80
Foxton Beach	\$181,389	41	\$8,751	6	\$190,140	47
Hokio Beach	\$143,434	17	\$3,283	2	\$146,717	19
Waitare Beach	\$51,661	13	\$25,659	10	\$77,320	23
Tokomaru	\$20,214	6	\$7,547	2	\$27,761	8
Ohau	\$14,844	5	\$2,233	1	\$17,077	6
Waikawa Beach	\$10,101	4			\$10,101	4
Non Rateable	\$3,815	2			\$3,815	2
Manakau	\$1,823	1			\$1,823	1
	\$2,651,930	574	\$407,092	171	\$3,059,022	745

\$0.41M

Long Term and Extended Arrears As Of Latest Quarter w Direct Debit

Total Properties and Arrears By Payment Arrangement








Performance Measures



2025/26 Statement of Service Performance (SSPs)

Summary

Status

On track	29	
Not on track	9	
Unable to report	7	
Not applicable	2	
Total	47	

Water Supply

Safe Water Supply measures

The Department of Internal Affairs updated the mandatory 'Safe Water Supply' measure in its Non-Financial Performance Rules 2024 after the council had published its Long-term Plan 2024-2044, which sets our statement of service. The updated measure came into effect on 21 August 2024 and still covers the bacterial (SSP-WS1) and protozoal (SSP – WS2) compliance of water supplies but compliance is now directly referenced to the relevant rules in the Drinking Water Quality Assurance Rules 2022. Our reporting is, therefore, against those rules. In addition to reporting to Bacterial and Protozoal compliance, Council must also report on (j) D3.29 Microbiological Monitoring, which is reported within Bacterial compliance measure (SSP-WS1).

Monitoring Compliance

Council monitors compliance through sampling and analysers. The data of which is stored on the historian server. These are reported weekly and monthly to Local Waters Managers. Additionally specified infrastructure data is provided to Taumata Arowai routinely.

In addition to Council monitoring compliance, results for audit are peer reviewed internally and WaiComply reviews our DWQAR compliance quarterly – creating independent reports to the compliance team. This allows more comprehensive compliance reporting and can outline if any risks have been missed.

Horizons Regional Council's (HRC) One Plan

HRC's One Plan, which is based on the Resource Management Act 1991, require us to report on all aspects of active consents annually. Annual site inspections by HRC and review of our annual monitoring reports allow HRC to review consent condition compliance to create independent annual monitoring reports. From this they are able to create a compliance matrix and assess risks. There is regular communication to the consents monitoring team as needed, allowing for timely remedial action as issues present.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable				
SSP-WS1 Safe water supply*.	Council's drinking water supply complies with the following parts of the drinking water quality assurance rules ¹ (h) T3 Bacterial Rules; and (j) D3.29 Microbiological Monitoring Rule ² in Levin Shannon Foxton Foxton Beach Tokomaru	All met All met All met All met All met	On track				
			As of 31 October 2025				
			Scheme & Service population	Compliance Rules	Sept 2025	Oct 2025	YTD
			*Serviced population is estimated as per 2023 census (Total: 30,175)				
			Levin *20,849	T3 Bacterial rules	All met	All met	All met
				D3.29 Microbiological frequency Monitoring Rule	All met	All met	All met
			Shannon *1,819	T3 Bacterial rules	All met	All met ¹	All met ¹
				D3.29 Microbiological frequency Monitoring Rule	All met	All met	All met
			Foxton *3,234	T3 Bacterial rules	All met	All met	All met
				D3.29 Microbiological Monitoring Rule	All met	All met	All met
			Foxton Beach *3,775	T3 Bacterial rules	All met	All met	All met
				D3.29 Microbiological Monitoring Rule	All met	All met	All met
			Tokomaru *497	T3 Bacterial rules	All met ²	All met ²	All met ²
				D3.29 Microbiological Monitoring Rule	All met	All met	All met
			¹ Shannon:				
			<ul style="list-style-type: none">On 3/10/25 there was a WTP FAcE bellow 0.2mg/L for a period of 13 minutes. This is non-compliance according to T3.3 in the DWQAR rules. There was an equipment failure at the WTP which was quickly remedied.				

¹ 2025-2044 Long Term Plan wording 'Council's drinking water supply complies with: (a) part 4 of the Drinking Water Standards (bacteria compliance criteria)' updated to reflect requirements as per the Drinking Water Quality Assurance Rules 2022 and the wording in the DIA Non-Financial Performance measures 2025.

² (j) monitors end point sampling frequency for Coliform and E. coli.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																								
			<p>The SCADA device, Value Online FACe, and online treated FAC are usually identical. There were some alarms noted on SCADA. However, the SCADA device data the other two sections draw data from, shows no issue. A technical issue is more likely than a compliance breach.</p> <p>² Tokomaru:</p> <ul style="list-style-type: none">On 22/9/25 there was a SCADA calibration for a period of 7 minutes which, according to the online FACe, caused the plant FAC dropped below 0.2mg/L (0.08mg/L). This was non-compliant with T3.29. However, the SCADA online treated FAC was 5.4mg/L for that period. There was no drop in the endpoint FAC that week.On 24/9/25 flow meter maintenance was undertaken lasting for a period of 2 hours and 23 minutes. Manual readings were taken every 30 minutes. All these manual readings were over 0.2mg/L.On 29/10/25 there was a plant shutdown at 3:15pm which caused a missing minutes event. The transgression was logged, and compliance was maintained for the period.																								
<table><tr><td colspan="2">Bacterial Notifications to Taumata Arowai (unsafe supply of water)</td><td>Total number of E-coli and coliform samples taken that did not meet drinking water standards and the response thereto.</td></tr><tr><td>Area</td><td>No. of Notifications</td><td>E. coli and Coliform Samples not meeting standards</td></tr><tr><td>Levin</td><td>0</td><td>0</td></tr><tr><td>Shannon & Mangaore</td><td>0</td><td>0</td></tr><tr><td>Foxton</td><td>0</td><td>0</td></tr><tr><td>Foxton Beach</td><td>0</td><td>0</td></tr><tr><td>Tokomaru</td><td>0</td><td>0</td></tr><tr><td>TOTAL</td><td>0</td><td>0</td></tr></table>				Bacterial Notifications to Taumata Arowai (unsafe supply of water)		Total number of E-coli and coliform samples taken that did not meet drinking water standards and the response thereto.	Area	No. of Notifications	E. coli and Coliform Samples not meeting standards	Levin	0	0	Shannon & Mangaore	0	0	Foxton	0	0	Foxton Beach	0	0	Tokomaru	0	0	TOTAL	0	0
Bacterial Notifications to Taumata Arowai (unsafe supply of water)		Total number of E-coli and coliform samples taken that did not meet drinking water standards and the response thereto.																									
Area	No. of Notifications	E. coli and Coliform Samples not meeting standards																									
Levin	0	0																									
Shannon & Mangaore	0	0																									
Foxton	0	0																									
Foxton Beach	0	0																									
Tokomaru	0	0																									
TOTAL	0	0																									
<p>Notes</p> <ul style="list-style-type: none">Bacterial Notifications: 0																											

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																																																											
			<ul style="list-style-type: none">Response E. coli and coliform samples: 0																																																											
SSP-WS2 Safe water supply*.	Council's drinking water supply complies with the following parts of the drinking water quality assurance rules ³ (i) T3 Protozoal Rules. in Levin Shannon Foxton Foxton Beach Tokomaru	All met All met All met All met All met	On track As of 31 October 2025 <table><tr><th>Scheme & Service population</th><th>Compliance Rules</th><th>Sept 2025</th><th>Oct 2025</th><th>YTD</th></tr><tr><td colspan="5">*Serviced population is estimated as per 2023 census (Total: 30,175)</td></tr><tr><td>Levin *20,849</td><td>T3 Protozoal Rules</td><td>All met</td><td>All met</td><td>All met</td></tr><tr><td>Shannon *1,819</td><td>T3 Protozoal Rules</td><td>All met</td><td>All met</td><td>All met</td></tr><tr><td>Foxton *3,234</td><td>T3 Protozoal Rules</td><td>All met</td><td>All met</td><td>All met</td></tr><tr><td>Foxton Beach *3,775</td><td>T3 Protozoal Rules</td><td>All met</td><td>All met</td><td>All met</td></tr><tr><td>Tokomaru *497</td><td>T3 Protozoal Rules</td><td>All met</td><td>All met</td><td>All met</td></tr></table> All towns have 100% compliance for the period. <table><tr><th colspan="3">Protozoal Notifications to Taumata Arowai (unsafe supply of water)</th></tr><tr><th>Area</th><th>Notifications</th><th>Comments</th></tr><tr><td>Levin</td><td>0</td><td>0</td></tr><tr><td>Shannon & Mangaore</td><td>0</td><td>0</td></tr><tr><td>Foxton</td><td>0</td><td>0</td></tr><tr><td>Foxton Beach</td><td>0</td><td>0</td></tr><tr><td>Tokomaru</td><td>0</td><td>0</td></tr><tr><td>TOTAL</td><td>0</td><td>0</td></tr></table>	Scheme & Service population	Compliance Rules	Sept 2025	Oct 2025	YTD	*Serviced population is estimated as per 2023 census (Total: 30,175)					Levin *20,849	T3 Protozoal Rules	All met	All met	All met	Shannon *1,819	T3 Protozoal Rules	All met	All met	All met	Foxton *3,234	T3 Protozoal Rules	All met	All met	All met	Foxton Beach *3,775	T3 Protozoal Rules	All met	All met	All met	Tokomaru *497	T3 Protozoal Rules	All met	All met	All met	Protozoal Notifications to Taumata Arowai (unsafe supply of water)			Area	Notifications	Comments	Levin	0	0	Shannon & Mangaore	0	0	Foxton	0	0	Foxton Beach	0	0	Tokomaru	0	0	TOTAL	0	0
Scheme & Service population	Compliance Rules	Sept 2025	Oct 2025	YTD																																																										
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TOTAL	0	0																																																												

³ 2024-2044 Long Term Plan wording 'Council's drinking water supply complies with: (b) part 4 of the Drinking Water Standards (protozoa compliance criteria)' updated to reflect requirements as per the Drinking Water Quality Assurance Rules 2022 and the wording in the DIA Non-Financial Performance measures 2025.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																																
			Notes <ul style="list-style-type: none">Protozoal Notifications: 0																																
SSP-WS3	The total number of complaints received about any of the following (expressed per 1,000 connections):		Not on track																																
Drinking water that tastes and looks satisfactory*.			As of 31 October 2025																																
	Drinking water clarity;	1																																	
	Drinking water taste;	1																																	
	Drinking water odour;	1																																	
	Drinking water pressure or flow;	1																																	
	Continuity of supply; and Council's response to any of these issues.	1																																	
	Total:	≤ 6																																	
			<table><tr><th>Description</th><th>Result per 1,000 connections</th><th>No. of complaints</th><th>Comment</th></tr><tr><td>Clarity</td><td>0.71</td><td>10</td><td>On track</td></tr><tr><td>Taste</td><td>0.14</td><td>2</td><td>On track</td></tr><tr><td>Odour</td><td>0.14</td><td>2</td><td>On track</td></tr><tr><td>Pressure of flow</td><td>0.85</td><td>12</td><td>On track</td></tr><tr><td>Continuity of supply</td><td>2.12</td><td>30</td><td>Not on track</td></tr><tr><td>Council's response</td><td>0</td><td>0</td><td>On track</td></tr><tr><td>Total</td><td>3.96</td><td>56</td><td>On track</td></tr></table>	Description	Result per 1,000 connections	No. of complaints	Comment	Clarity	0.71	10	On track	Taste	0.14	2	On track	Odour	0.14	2	On track	Pressure of flow	0.85	12	On track	Continuity of supply	2.12	30	Not on track	Council's response	0	0	On track	Total	3.96	56	On track
Description	Result per 1,000 connections	No. of complaints	Comment																																
Clarity	0.71	10	On track																																
Taste	0.14	2	On track																																
Odour	0.14	2	On track																																
Pressure of flow	0.85	12	On track																																
Continuity of supply	2.12	30	Not on track																																
Council's response	0	0	On track																																
Total	3.96	56	On track																																
			Note: A water shut down on 12 October 2025 triggered a total 30 customer service request queries. The queries raised were captured on our system as follows:																																
			<table><tr><th>Description</th><th>No. of complaints</th></tr><tr><td>Clarity</td><td>10</td></tr><tr><td>Pressure of flow</td><td>4</td></tr><tr><td>Continuity of supply</td><td>12</td></tr><tr><td>*Water Leak (Non-Toby)</td><td>4</td></tr></table>	Description	No. of complaints	Clarity	10	Pressure of flow	4	Continuity of supply	12	*Water Leak (Non-Toby)	4																						
Description	No. of complaints																																		
Clarity	10																																		
Pressure of flow	4																																		
Continuity of supply	12																																		
*Water Leak (Non-Toby)	4																																		
			*Reporting on this category does not form part of this SSP – it is included for completeness.																																
			<table><tr><th>Description</th><th>No. of connections</th></tr><tr><td>Number of residential connections in the drinking water network as at 1 July 2025</td><td>13,172</td></tr><tr><td>Number of non-residential connections in the drinking water network as at 1 July 2025</td><td>972</td></tr></table>	Description	No. of connections	Number of residential connections in the drinking water network as at 1 July 2025	13,172	Number of non-residential connections in the drinking water network as at 1 July 2025	972																										
Description	No. of connections																																		
Number of residential connections in the drinking water network as at 1 July 2025	13,172																																		
Number of non-residential connections in the drinking water network as at 1 July 2025	972																																		

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable			
			Total number of connections as at 1 July 2025		14,144	
SSP-WS4 Response to faults*.	The median time from the time that Council received notification, to the time that service personnel: Reach the site for urgent ⁴ call-outs; Confirm resolution of the fault or interruption of urgent call-outs; Reach the site for non-urgent call-outs; and Confirm resolution of the fault or interruption of non-urgent call-outs.	< 1 hour < 8 hours < 3 days (72hrs) < 3 days (72hrs)	On track			
			As of 31 October 2025			
			Description	Median target	Median result	Comment
			Reach the site for urgent call-outs	< 1 hour	22 minutes	On track
			Resolution of the fault or interruption of urgent call-outs	< 8 hours	54 minutes	On track
			Reach the site for non-urgent call-outs	< 3 days	18 hours 56 minutes	On track
			Resolution of the fault or interruption of non-urgent call-outs	< 3 days	21 hours 17 minutes	On track
SSP-WS5 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.	≤ 300 lpcd	Not on track			
			As of 31 October 2025			
			Quarter 1 result 1 July – 30 Sept	YTD result 1 July – 30 Sept		
			349L/person/day	349L/person/day		
			Note: This result is calculated on a quarterly basis as it is based on water meter readings which is done quarterly.			
			The below information is provided in line with DIA guidance. Note this is additional information and not a correlation with the information above.			
			Water supplied to the drinking water network (m³/year to date)	1,017,763m³		
Non-residential (business) water use (m³/year to date)	28,460m³					

⁴ Urgent call-out is defined as a complete loss of service to the water supply.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																			
			Total population served by the drinking water network	Estimated 30,694 people (calculated at 2.2 x connections)																		
SSP-WS6 Minimal water losses*.	Real water loss performance of the network as measured by the standard World Bank Institute Band for Leakage.	Band “B”	On track As of 31 October 2025																			
			<table><tr><th>Supply</th><th>Snapshot – Infrastructure Leakage Index</th><th>Outcome</th></tr><tr><td>Levin</td><td>B (3.6)</td><td>Compliant</td></tr><tr><td>Shannon & Mangaore</td><td>A (1.2) B (3.9)</td><td>Compliant Compliant</td></tr><tr><td>Foxton</td><td>B (2.1)</td><td>Compliant</td></tr><tr><td>Foxton Beach</td><td>A (0.4)</td><td>Compliant</td></tr><tr><td>Tokomaru</td><td>A (0.7)</td><td>Compliant</td></tr></table>	Supply	Snapshot – Infrastructure Leakage Index	Outcome	Levin	B (3.6)	Compliant	Shannon & Mangaore	A (1.2) B (3.9)	Compliant Compliant	Foxton	B (2.1)	Compliant	Foxton Beach	A (0.4)	Compliant	Tokomaru	A (0.7)	Compliant	
Supply	Snapshot – Infrastructure Leakage Index	Outcome																				
Levin	B (3.6)	Compliant																				
Shannon & Mangaore	A (1.2) B (3.9)	Compliant Compliant																				
Foxton	B (2.1)	Compliant																				
Foxton Beach	A (0.4)	Compliant																				
Tokomaru	A (0.7)	Compliant																				
			Notes: <ul style="list-style-type: none">Council reached our target if the Band for a plant falls on either band A or B.For Horizons consent compliance for Levin, ILI needs to be less than 3.31 for less than 284L water loss per connection per day. Band ‘B’ – the Infrastructure Leakage Index (ILI) is a performance indicator of real (physical) water loss from the supply network of the water distribution systems. The ILI was developed by the International Water Association (IWA) Water Loss Task Force (WLTF) and first published in 1999.																			
SSP-WS7 Sustainable water supply management.	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 water supply system.	0 0 0 0	On track As of 31 October 2025																			
			<table><tr><th></th><th>YTD</th></tr><tr><td>Abatement Notices</td><td>0</td></tr><tr><td>Infringement Notices</td><td>0</td></tr><tr><td>Enforcement Orders</td><td>0</td></tr><tr><td>Convictions</td><td>0</td></tr></table>		YTD	Abatement Notices	0	Infringement Notices	0	Enforcement Orders	0	Convictions	0									
	YTD																					
Abatement Notices	0																					
Infringement Notices	0																					
Enforcement Orders	0																					
Convictions	0																					

*These performance measurements are provided by the Department of Internal Affairs, and they are mandatory.

Wastewater Treatment

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable					
SSP-WW1 Reliable wastewater collection and disposal*.	The number of dry weather wastewater overflows from the wastewater system per 1,000 connections.	≤ 2	On track					
			As of 31 October 2025					
			<table><tr><th></th><th>Target per 1,000 connections</th><th>Result per 1,000 connections</th><th>No. of overflows</th></tr><tr><td>Number of overflows</td><td>≤ 2</td><td>0.46</td><td>6</td></tr></table>		Target per 1,000 connections	Result per 1,000 connections	No. of overflows	Number of overflows
	Target per 1,000 connections	Result per 1,000 connections	No. of overflows					
Number of overflows	≤ 2	0.46	6					
Number of connections as at 1 July 2025: 12,985.								
SSP-WW2 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	On track					
			As of 31 October 2025					
			<table><tr><th>Target Response Time</th><th>Result Response Time</th></tr><tr><td>< 1 hour</td><td>38 minutes</td></tr><tr><th>Target Resolution Time</th><th>Result Resolution Time</th></tr><tr><td>< 12 hours</td><td>2 hours 5 minutes</td></tr></table>	Target Response Time	Result Response Time	< 1 hour	38 minutes	Target Resolution Time
Target Response Time	Result Response Time							
< 1 hour	38 minutes							
Target Resolution Time	Result Resolution Time							
< 12 hours	2 hours 5 minutes							
	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						

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-WW3 The service is satisfactory*.	The total number of complaints received (expressed per 1,000 connections to the wastewater system) regarding:		On track
	Wastewater odour;		As of 31 October 2025
	Wastewater systems faults;	< 4	
	Wastewater system blockages;	< 6	
	and Council's response to issues with its wastewater system.	< 8 < 4	
	Total number of complaints received about any of the above.	< 22	Number of connections as at 1 July 2025: 12,985.
SSP-WW4 Safe disposal of wastewater*.	The number of:		Not on track
			As of 31 October 2025
	Abatement Notices;	0	
	Infringement Notices;	0	
	Enforcement Orders; and	0	
	Convictions	0	
	received by Council in relation to Horizons Regional Council resource consents* for discharge from its wastewater system.		

*These performance measurements are provided by the Department of Internal Affairs, and they are mandatory.

Stormwater

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable								
SSP-SW1 An adequate stormwater system*.	Number of flooding events that occur in the district.	< 5 per year	On track As of 31 October 2025 There were no flooding events that occurred in the district.								
SSP-SW2 An adequate stormwater system*.	For each flooding event the number of habitable floors affected per 1,000 connections to Council's stormwater networks.	2 or less	On track As of 31 October 2025 <table><tr><th>Target</th><th>Result</th><th>Per 1,000 connections</th><th>Habitable floors affected</th></tr><tr><td>2 or less</td><td>0</td><td>0</td><td>There were no flooding events.</td></tr></table> Number of connections as at 1 July 2025: 13,793.	Target	Result	Per 1,000 connections	Habitable floors affected	2 or less	0	0	There were no flooding events.
Target	Result	Per 1,000 connections	Habitable floors affected								
2 or less	0	0	There were no flooding events.								
SSP-SW3 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	On track As of 31 October 2025 <table><tr><th>Target</th><th>Result</th><th>Comment</th></tr><tr><td>< 1 hour</td><td>0.00</td><td>There were no events recorded</td></tr></table>	Target	Result	Comment	< 1 hour	0.00	There were no events recorded		
Target	Result	Comment									
< 1 hour	0.00	There were no events recorded									
SSP-SW4 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	On track As of 31 October 2025 <table><tr><th>Target per 1,000 connections</th><th>Per 1,000 connections</th><th>No. of complaints</th></tr><tr><td>< 10 per year</td><td>0.80</td><td>11</td></tr></table> Number of connections as at 1 July 2025: 13,793.	Target per 1,000 connections	Per 1,000 connections	No. of complaints	< 10 per year	0.80	11		
Target per 1,000 connections	Per 1,000 connections	No. of complaints									
< 10 per year	0.80	11									
SSP-SW5	The number of:	•	On track								

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
A sustainable stormwater service*.	Abatement Notices;	• 0	As of 31 October 2025
	Infringement Notices;	• 0	
	Enforcement Orders; and	• 0	
	Convictions	• 0	
	received by Council in relation to		
	Horizons Regional Council resource		
	consents* for discharge from its		
	stormwater system**.		

*These performance measurements are provided by the Department of Internal Affairs, and they are mandatory.

- Council does not report on DIA Performance Measure 1 – Sub-part 4: Flood Protection and Control Works as this is applicable to Regional Council activities, not our district council. Council manages our district's urban stormwater networks (pipes, open drains, and pump stations). Outside urban areas, the roading team generally maintains roadside drains where they are not covered by Horizons Regional Council's drainage schemes. All stopbanks, floodgates, and major river or regional flood protection schemes are managed by Horizons Regional Council.

**Currently there is no discharge consent for Levin's stormwater.

Land Transport

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-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.	No (or zero) change or a reduction from previous year.	Unable to report To be reported at financial year end.
SSP-LT2 Roads in good condition*.	The average quality of ride on a sealed local road network measured by smooth travel exposure.	Minimum 85%.	Unable to report Inspection is done once a year. To be reported at financial year end.
SSP-LT3 Roads that are maintained well*.	The percentage of the sealed local road network that is resurfaced annually.	Minimum of 3.5% of total area.	Unable to report To be reported at financial year end after reseals are completed.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-LT4 Footpaths are in an acceptable condition*.	Target footpath condition rating (% compliant with Council's standards found in the Land Transport Activity Plan).	97% of footpaths in average to excellent condition.	On track As of 31 October 2025 96.87% of footpaths were in excellent to average condition and 3.13 in a poor or very poor condition.
SSP-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%	On track As of 31 October 2025 95.5% (492/515) requests relating to roads and footpaths were responded to within 15 working days.
SSP-LT6 Provision of safe and effective walking and cycling infrastructure.	Percentage of the transport network which includes safe and effective walking and cycling infrastructure.	2025/26: Increase from previous year. 2024/25 Determine the baseline.	Not on track We were unable to determine a baseline during this financial year. NZTA Waka Kotahi reduced funding for this work, and no work was done in this space. Note: As we have limited or no funding for cycling investment, it is unlikely that we will achieve either the 'determine baseline' or the 'increase from previous year' for remainder of the LTP term.

*These performance measurements are provided by the Department of Internal Affairs, and they are mandatory.

Solid Waste

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-SD1 Ensuring the health, safety and wellbeing of our	Number of legitimate complaints ⁵ Recycling bins Kerbside collection.	Recycling: 5 legitimate complaints per	On track As of 31 October 2025

⁵ Legitimate complaints do not include when bin was put out on the wrong week; bin was not out at time of collection, and the bin was not collected due to contamination.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable		
community by collecting refuse and recycling in a timely and sanitary manner.		1,000 bins issued annually Kerbside collection: 1 legitimate complaint per 800 bags sold annually.	Target permitted	No. of legitimate complaints	No. of complaints per 1,000 bins
			Recycling		
			*80 permitted p/a	20	1.3
			Number of bins:15,964 *Target calculation: (15,964/1,000) x 5 =79.8 Result: (20/15,964) x 1,000 = 1.3		
			Target permitted	No. of legitimate complaints	No. of complaints per 800 bags
			Kerbside collection		
			*21 permitted for YTD	18	0.86
			Number of bags sold as of 01 July 2025: 16,800 *Target permitted calculation: (16,800/800) x 1 = 21 Result: (18/16,800) x 800 = 0.86		
SSP-SD2 Embedding circular thinking into our waste management systems.	Meet the targets set in the Waste Management Minimisation Plan (WMMP ⁶).	100% of targets.	Not on track As of 31 October 2025 80% (8/10) targets due this financial year are on track as set in the Waste Management Minimisation Plan (WMMP). Of these: <ul style="list-style-type: none"> The target related to flytipping cannot be measured. Flytipping is collected by our contractor Green by Nature with other waste from litter bins and parks and property shrubbery (greenwaste). This is an economical means to manage Council's Day to day costs. 		

⁶ The WMMP is available on our website: <https://www.horowhenua.govt.nz/files/assets/public/v/2/council-documents/plans/horowhenua-waste-management-and-minimisation-plan-2024-august-2024.pdf>

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			<ul style="list-style-type: none"> The waste diversion target (30% by 2026) has not been measured as we do not yet have the necessary commercially sensitive waste tonnage data. This data accessibility may improve when the solid waste bylaw is approved. Note: This target is not a mandatory MfE requirement anymore. <p>Note: The WMMP has a total of 13 targets over a 6-year period. Of these, 3 are scheduled for 2027 and beyond. There is a risk that if a resource recovery centre and or kerbside organics collection of some form is not introduced the WMMP diversion targets (30%-2026, 40%-2028 and 50% by 2030) will not be reached.</p>

Community Facilities

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable												
SSP-CF1 Our aquatic centres support and enhance community well-being and safety.	Number of opportunities ⁷ provided for the community and by the community ⁸ that enhances well-being and safety in or through the use of our aquatic facilities.	500 opportunities per calendar month.	On track As of 31 October 2025 <table><tr><th>Month</th><th>No. of opportunities</th></tr><tr><td>July 2025</td><td>893</td></tr><tr><td>Aug 2025</td><td>888</td></tr><tr><td>Sept 2025</td><td>1,054</td></tr><tr><td>Oct 2025</td><td>1,059</td></tr><tr><td>YTD</td><td>3,894</td></tr></table>	Month	No. of opportunities	July 2025	893	Aug 2025	888	Sept 2025	1,054	Oct 2025	1,059	YTD	3,894
Month	No. of opportunities														
July 2025	893														
Aug 2025	888														
Sept 2025	1,054														
Oct 2025	1,059														
YTD	3,894														

⁷ Such as swimming lessons, training, competitions, events and fitness classes.

⁸ Swim schools, clubs, organisations

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-CF2 Community has access to a range of current information that inspires, entices and informs in both print and digital format.	Contribute to community literacy by providing curated collections of physical and digital resources.	≥3 resources per capita.	On track As of 31 October 2025 The community had access to a minimum of 3.4 resources per capita: <ul style="list-style-type: none"> • 76,507 physical resources • 55,709 digital resources (owned) Measured by 38,100 capita.
SSP-CF3 Libraries and community facilities meet the community's needs.	Percent of residents and non-residents satisfied with library and community services based on the Annual Customer Satisfaction Survey.	≥ 92%	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.

Community Infrastructure

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-CI1 A range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural and environmental wellbeing of the community.	Playground facilities receive a monthly inspection by a suitably qualified person to ensure they comply with relevant National Playground standards and findings of inspection are actioned (or plan put in place) before the next inspection.	≥ 90% of playgrounds resources per capita.	On track As of 31 October 2025 95.6% (22/23) playgrounds were inspected by a suitably qualified person. Muaūpoko Park closed and not inspected. No failures identified during previous inspections requiring action before the next inspection. No failures were identified during the latest inspection.
SSP-CI2 A range of parks and reserves that are affordable, well	Parks and reserves maintenance contracts are administered and	Achieve	On track As of 31 October 2025

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable	
maintained, safe and provide for the recreational (play and sport), cultural and environmental wellbeing of the community.	monitored on a regular basis, as per contract specifications.		95.6% (target of 95% as per the contract) of parks and reserves maintenance contracts were administered and monitored as per contract specifications.	
SSP-CI3 A range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural and environmental wellbeing of the community.	Sports grounds are made available for use with appropriate ground condition.	0 complaints made about sports grounds availability and conditions.	On track As of 31 October 2025 No complaints were made about sports ground availability, and no complaints were made about sport ground conditions.	
SSP-CI4 Clean and safe public toilets.	Public toilet maintenance contracts are administered and monitored on a regular basis, as per contract specifications.	Achieve	On track As of 31 October 2025 99% (target is 85% as per contract) of public toilet maintenance contracts were administered and monitored as per contract specifications.	
SSP-CI5 Cemeteries are fit for purpose and meet the changing needs of our community now and into the future.	Across the district's cemeteries, there is a continuous availability of 10% of developed burial plots (of any type) at any given time.	Achieve	Not on track As of 31 October 2025 There was a continuous availability of 8.6% (2,040) of developed plots (of any type) across the district's cemeteries at any given time. Note: Cemeteries continue under a programme of development with additional plots to be created during 2025/26.	

Property

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
There are no Level of Service performance measures for this activity.			

Representation and Community Leadership

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-RCL1 Council supports residents and ratepayers to have their views heard and considered in Council decision-making.	Regular opportunities ⁹ are provided for the community to influence decision-making.	100 opportunities per year.	On track As of 31 October 2025 38 opportunities were provided for the community to influence decision-making.
SSP-RCL2 Council is transparent and accountable to the community.	Council agendas are available on the website 2 working days prior to the relevant meeting. Council meeting minutes are available on the website 2 working days after the relevant meeting ¹⁰ .	≥ 95% of agenda and minutes.	On track As of 31 October 2025 <ul style="list-style-type: none"> 100% of Council agendas were available on the website two working days prior to the relevant meeting 100% of Council meeting minutes were available on the website two working days after the relevant meeting.
SSP-RCL3 Develop and deliver strategic projects, plans and corporate documents that achieve or contribute to our Community Outcomes.	Community Outcomes are achieved or contributed to by milestones of strategic projects, plans and corporate documents being met.	100% of milestones.	On track As of 31 October 2025 100% of strategic projects, plans and corporate documents developed and delivered contributed to our Community Outcomes. Annual Report 2024/25 <ul style="list-style-type: none"> Annual Report adopted within statutory timeframe – 8 October 2025.

⁹ Such as live streaming, public forums, open meetings, workshops etc, cuppa with a councillor.

¹⁰ Council meetings, committee meetings, and Board Meetings.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			<ul style="list-style-type: none"> Annual Report clean Audit Report received – 8 October 2025. <p>Climate Action Plan</p> <ul style="list-style-type: none"> On track for 2026/27 - Moata Carbon Portal implemented and community funding allocated via grants process. <p>District Plan Changes</p> <ul style="list-style-type: none"> On track – application for exemption to ‘plan stop’ (government announcement) underway for PC6a. <p>Levin Town Centre projects</p> <ul style="list-style-type: none"> Unconditional contract with The Wellington Company Ltd to purchase and redevelop the Levin War Memorial Hall and Village Green. Development of draft Access and Parking Strategy and seeking community feedback via Let’s Kōrero campaign from 18 November 2025 to 9 January 2026. Arterra Interactive finalising 3D digital visualisation of the Levin Town Centre. THCL developing a Retail Transformation Strategy and project plan. Proposed enhancements to former Women’s Bowling Green and adjacent carpark, and Levin Domain. Business case for future approach to take the Oxford Street properties to market. <p>Foxton and Foxton Beach Community Plan</p> <ul style="list-style-type: none"> Revised Foxton Futures Group aligning with community theme leads and broader community to bring the Foxton and Foxton Beach Plan to life. <p>Shannon/Otāuru Community Plan</p> <ul style="list-style-type: none"> Community Plan Working Group continuing to work with wider community and other groups to develop action plan.

Community Support

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable															
SSP-CS1 The community is supported to be prepared for an emergency.	Staff are trained and ready to respond and support the community in an emergency.	80% of full-time staff completed Integrated Training Framework Foundation within 6 months of commencing. 50% of full-time staff completed Integrated Training Framework Intermediate within 1 year of commencing.	Unable to report As of 31 October 2025 65 new Full Time (FT) staff joined the organisation during the 2024/25 financial year. As a six month and one year period has not passed since financial year end, the full final data is not available. To enable staff to report on the progress made, we are working to create a system/process: <ul style="list-style-type: none">• that identifies full time staff commencing work within a specific financial year,• that track the type of, and dates of training sessions attended, and• that determines whether training for the foundation and intermediate frameworks for new staff occurred within the respective timeframes of the SSP and what the percentages are. Staff will be able to report on progress once the new system/process is completed. This is expected to be completed by the next OPR due date. Below are the number of overall staff that attended training sessions during the 2024/25 financial year and the 2025/26 financial year up to date of reporting: <table><tr><th>Session</th><th>2024/25 FY</th><th>2025/26 FY</th></tr><tr><td></td><td colspan="2">No. of staff attended</td></tr><tr><td>CDEM Induction</td><td>59</td><td>8</td></tr><tr><td>Foundation course</td><td>45</td><td>11</td></tr><tr><td>Intermediate course</td><td>23</td><td>0</td></tr></table>	Session	2024/25 FY	2025/26 FY		No. of staff attended		CDEM Induction	59	8	Foundation course	45	11	Intermediate course	23	0
Session	2024/25 FY	2025/26 FY																
	No. of staff attended																	
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Foundation course	45	11																
Intermediate course	23	0																

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable		
			Function courses	47	8
SSP-CS2 We are able to continue to operate during high impact emergency events.	Complete a comprehensive Emergency Operations Centre (EOC) capability audit every two years to ensure compliance with the Civil Defence Emergency Management (CDEM) Act 2002. The audit must be conducted by an independent suitably qualified person.	An audit is conducted every two years.	Not applicable As of 31 October 2025 An EOC capability audit was carried out during the 2024/25 financial year. The next audit will be carried out in the last quarter of the 2026/27 financial year.		
SSP-CS3 Community organisations to ensure transparency regarding the allocation of Council-provided financial support.	Community organisations receiving funds for essential services to fulfil monitoring and reporting obligations.	100%	Not on track As of 31 October 2025 87.5% (7/ 8) of the community organisations receiving funds for essential services during the 2024/25 financial year fulfilled monitoring and reporting obligations for reports (due 31 July 2025). Monitoring and Reporting for the 2025/26 financial year is due on 30 June 2026.		
SSP-CS4 Collaboration with and advocacy (including business development and new business investment in the Horowhenua District) for	Percent of District's Businesses that are satisfied or more than satisfied with Council's support to local businesses and overall performance in the Economic Development activity.	≥ 75%	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.		

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
all sectors of local business.			
SSP-CS5 Providing opportunities for local businesses and the local community to understand business support and economic development initiatives available.	Number of opportunities ¹¹ provided by Council.	≥ 30	On track As of 31 October 2025 76 opportunities for local businesses and the local community to understand business support and economic development initiatives available, were provided by Council. This is made up of 11 events and 65 communication posts (website, news, social media posts, or other).

Regulatory Services

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-RS1 Processing of applications under the Resource Management Act (RMA) 1991.	Percentage of resource consent applications that are processed within statutory timeframes.	95%	Not on track As of 31 October 2025 70.6% (48/68) resource consent applications were processed within statutory timeframes. The level of compliance with statutory timeframes has increased as process bottlenecks are resolved and work continues to ensure better visibility and clarity of the process.
SSP-RS2 Carry out Building Consent Authority functions including enforcement of legislation	Percentage of building consent applications that are processed within statutory timeframes.	95%	On track As of 31 October 2025

¹¹ Networking events, social media posts, case studies, other comms, other events etc.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable	
relating to construction of buildings and structures.			96.5% (193/200) building consent applications were processed with in statutory timeframes.	
SSP-RS3 Community confidence and wellbeing is ensured in the safety of food and alcohol premises' businesses.	Percentage of existing food businesses that receive a poor verification outcome are revisited within 20 working days.	95%	On track As of 31 October 2025 No existing food businesses received a poor verification outcome and consequently no food businesses required revisiting within 20 working days.	
SSP-RS4 Community confidence and wellbeing is ensured in the safety of food and alcohol premises' businesses.	Percentage of high-risk alcohol premises that are visited at least twice a year.	100%	Not applicable As of 31 October 2025 There were no high-risk alcohol premises in the district during the reporting period, and therefore no inspections were required.	
SSP-RS5 We enhance community wellbeing by responding to public nuisance complaints in a timely manner.	Animal Control staff are rostered and available on a 24 hr. 7 day a week basis.	100%	On track As of 31 October 2025 100% of the time Animal Control staff were rostered and available on a 24 hr. 7 day a week basis.	
SSP-RS6 Community can access Council in a way or by means that most suits them.	Percentage of community members surveyed that are satisfied with the ways they can contact Council.	≥ 80%	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.	
SSP-RS7 We enhance community wellbeing by responding to public nuisance complaints in a timely manner.	Percentage of noise complaints are responded to within 60 minutes.	100%	Not on track As of 31 October 2025 97.7% (342/350) of noise complaints were responded to within 60 minutes.	

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
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			Note: While the target is to respond to all complaints within 60 minutes, this is not always possible.
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2025/26 Organisation Performance Measures (OPMs)

Introduction

Council did a review of the service performance measures, with input from the auditors, during the 2024-44 Long Term Plan (LTP) process. As a result, there have been some changes to the service performance measures effective from the 2024-25 financial year. Changes include new service performance measures, amendment to some of the existing service performance measures and the creation of organisation performance measures – measures that Council deemed important and wants feedback on but aren’t part of the LTP.

Summary

Status

On track	17	
Not on track	5	
Unable to report	3	
Total	25	

Water Supply

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report																																
OPM-WS1 We reduce our impact on the environment.	Reduce energy consumption across the water supply network.	Decrease energy consumption by 3% year on year.	Not on track As of 31 October 2025 Overall energy consumption was increased by 0.5% YTD across the water supply network. <table><tr><th></th><th>Sept 2025</th><th>Oct 2025</th><th>YTD</th></tr><tr><td>Levin WTP</td><td>+1</td><td>-3.3%</td><td>+4</td></tr><tr><td>Foxton WTP</td><td>-0.2</td><td>+26.2</td><td>+8.2</td></tr><tr><td>Foxton Beach WTP</td><td>+140</td><td>+79.9</td><td>+81.6</td></tr><tr><td>Tokomaru intake pumps</td><td>+20</td><td>-12.6</td><td>-13.4</td></tr><tr><td>Levin intake</td><td>+18</td><td>-15.6</td><td>-10.2</td></tr><tr><td>Lady's mile Foxton</td><td>+14</td><td>-24.6</td><td>-28</td></tr><tr><td>Clyde bore</td><td>-4</td><td>-4.2</td><td>+2</td></tr></table>		Sept 2025	Oct 2025	YTD	Levin WTP	+1	-3.3%	+4	Foxton WTP	-0.2	+26.2	+8.2	Foxton Beach WTP	+140	+79.9	+81.6	Tokomaru intake pumps	+20	-12.6	-13.4	Levin intake	+18	-15.6	-10.2	Lady's mile Foxton	+14	-24.6	-28	Clyde bore	-4	-4.2	+2
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Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-WS2 Provision of a sustainable and resilient water supply for Levin.	Develop and implement the Levin Water Treatment Plant Master Plan.	Adopt master plan and meet 100% of milestones.	On track As of 31 October 2025 Work has continued progressing the priority workstreams including the new treated water reservoir options, refurbishment of filters to prolong life, UV additional installation, bypass upgrade, long term conceptual layout works. An update to master plan is proposed to inform bypass, and UV priority. Planning assistance has been engaged for new Treated water reservoir.

Wastewater Treatment

Ref & Service	How performance is measured	Target	On track																																
OPM-WW1 We reduce our impact on the environment.	Reduce energy consumption across the wastewater network.	Decrease energy consumption by 3% year on year.	Not on track As of 31 October 2025 Overall energy consumption was decreased by 3.7% YTD across the wastewater network. <table border="1"> <thead> <tr> <th></th><th>Sept 2025</th><th>Oct 2025</th><th>YTD</th></tr> </thead> <tbody> <tr> <td>Mako road sewage pump</td><td>-33%</td><td>+16%</td><td>+12%</td></tr> <tr> <td>Effluent disposal pump</td><td>-62%</td><td>-34%</td><td>-13%</td></tr> <tr> <td>Hōkio Sands</td><td></td><td></td><td></td></tr> <tr> <td>Levin WWTP</td><td>+7%</td><td>+12%</td><td>+9%</td></tr> <tr> <td>Levin WWTP transfer pump</td><td>0%</td><td>-11%</td><td>-2%</td></tr> <tr> <td>Waitārere WWTP</td><td>+26%</td><td>+24%</td><td>+56%</td></tr> <tr> <td>"The Pot" pumping station</td><td>-67%</td><td>+12%</td><td>-20%</td></tr> </tbody> </table>		Sept 2025	Oct 2025	YTD	Mako road sewage pump	-33%	+16%	+12%	Effluent disposal pump	-62%	-34%	-13%	Hōkio Sands				Levin WWTP	+7%	+12%	+9%	Levin WWTP transfer pump	0%	-11%	-2%	Waitārere WWTP	+26%	+24%	+56%	"The Pot" pumping station	-67%	+12%	-20%
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Ref & Service	How performance is measured	Target	On track
OPM-WW2 We reduce our impact on the environment.	Implement the Levin Wastewater Treatment Plant Master Plan.	100% of masterplan milestones met.	On track As of 31 October 2025 Implementation of the master plan is underway. The following priority work streams are being progressed. <ul style="list-style-type: none"> • Stage 1 of the Inlet pipe and Bulkmain construction is completed, with Stage 2 now underway. • Preliminary design completed for the Headworks. • Headworks request for tender went out to market in November 2025. Submissions close 31 January 2026. • Digester preliminary design ongoing.

Stormwater

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-SW1 We identify priority areas to focus our stormwater investment on such as resilience and freshwater quality.	Develop and implement a Catchment Management Plan Work Plan including milestones.	100% of milestones met.	On track The Stormwater team has reviewed the recommendations from each Catchment Management Plan and identified some of the priority projects for delivery in the 2025/26 financial year. The Catchment Management Plan Work Plan is scheduled for adoption by 1 July 2026.

Land Transport

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
There are no Operational Performance measures for this activity.			

Solid Waste

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-SD1 Reduce our impact on the environment Promote Waste Minimisation in the community.	Number of opportunities ¹² in which the community is educated on waste minimisation practices.	≥ 6	On track As of 31 October 2025 8 opportunities to educate the community on waste minimisation practices were provided: <ul style="list-style-type: none"> • 3 Waste events • 3 Community Connection posts • 2 Facebook posts • 2 Zero Waste school visits • 16 Enviroschools enrolled district wide

Community Facilities and Services

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-CF1 Customers have access to programmes and initiatives that enhance the wellbeing of the district.	Number of participants in programmes delivered from our Community Facilities that provide equitable access to community services.	≥ 30,000	On track As of 31 October 2025 9,794 participants participated in 437 programmes and initiatives enhancing the wellbeing of the district.
OPM-CF2 Providing affordable and accessible community spaces for groups.	Percentage of bookings that paid a community or free rate.	≥ 60%	On track As of 31 October 2025 88.7% (779/878) of bookings were charged in accordance with a community or free rate.
OPM-CF3	Number of high-risk incidents.	0	On track As of 31 October 2025

¹² School programmes, communications, events etc.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
We are prepared and equipped to prevent high risk situations ¹³ by having an appropriate number of appropriately trained staff and relevant equipment.			There were no high-risk incidents.

Community Infrastructure

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-CI1 A range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural and environmental wellbeing of the community.	Residential dwellings in urban areas are within 400 metres of a local reserve (either Council or privately provided) and within 800 metres of playgrounds or reserves destinations.	≥ 80% of residential dwellings.	On track As of 31 October 2025 <ul style="list-style-type: none"> 81% of residential dwellings in urban areas were within 400 metres of a local reserve (either Council or privately provided) and 90% were within 800 metres of playgrounds or reserves destinations.

Property

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-P1 We have processes to ensure Council properties are used and maintained appropriately and safely.	Percent of buildings with compliance schedules that will have current building WOF.	100% of buildings.	Not on track As of 31 October 2025 95% (21/22) of buildings with compliance schedules have a current building WOF. Note: The outstanding BWOF as of 31 October 2025 was the Waitārere Surf Lifesaving Club building. The BWOF has since been received for this building.

¹³ Resuscitation required.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-P2 We have processes to ensure Council properties are used and maintained appropriately and safely.	Planned maintenance of Council owned properties as detailed in the asset register is carried out or appropriately deferred.	Achieve	On track As of 31 October 2025 18/21 planned maintenance of Council owned properties were carried out or appropriately deferred as detailed in the asset register.

Representation and Community Leadership

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-RCL1 Māori engagement is improved.	A Māori Engagement Framework is developed, implemented and monitored.	Achieve	On track As of 31 October 2025 The Iwi/Hapū Relationships Framework was adopted by Council in August 2025. The new name is <i>Tiraki</i> and it is available on our Council website. Work is being undertaken to operationalise the framework. Latest progress includes: <ul style="list-style-type: none"> Working on a report to council to outline each partnership agreement and provide suggested options for alignment going forward, based on the Tiraki framework.

Community Support

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report																								
OPM-CS1 Māori aspirations are supported.	Number of local programmes, grants and activities that respond to Māori aspirations.	Increase baseline: Baseline for 2025/26: <ul style="list-style-type: none">2 local programmes25 grants and10 activities	On track As of 31 October 2025 No local programmes, 11 grants and 2 activities responded to Māori aspirations: <table><tr><th>Month</th><th>Programmes</th><th>Grants</th><th>Activities</th></tr><tr><td>July 2025</td><td colspan="3">Baseline established</td></tr><tr><td>Aug 2025</td><td>0</td><td>0</td><td>2</td></tr><tr><td>Sept 2025</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Oct 2025</td><td>0</td><td>11</td><td>2</td></tr><tr><td>YTD</td><td>0</td><td>11</td><td>4</td></tr></table>	Month	Programmes	Grants	Activities	July 2025	Baseline established			Aug 2025	0	0	2	Sept 2025	0	0	0	Oct 2025	0	11	2	YTD	0	11	4
Month	Programmes	Grants	Activities																								
July 2025	Baseline established																										
Aug 2025	0	0	2																								
Sept 2025	0	0	0																								
Oct 2025	0	11	2																								
YTD	0	11	4																								
OPM-CS2 The wellbeing of our diversity community is enhanced through opportunities to connect.	Number of opportunities to connect supported by Council.	≥ 30	On track As of 31 October 2025 22 opportunities to connect were supported by Council: <table><tr><th>Month</th><th>No. of opportunities</th></tr><tr><td>July 2025</td><td>1</td></tr><tr><td>Aug 2025</td><td>13</td></tr><tr><td>Sept 2025</td><td>0</td></tr><tr><td>Oct 2025</td><td>8</td></tr><tr><td>YTD</td><td>22</td></tr></table>	Month	No. of opportunities	July 2025	1	Aug 2025	13	Sept 2025	0	Oct 2025	8	YTD	22												
Month	No. of opportunities																										
July 2025	1																										
Aug 2025	13																										
Sept 2025	0																										
Oct 2025	8																										
YTD	22																										
OPM-CS3 Provide opportunities for community organisations to train staff in essential skills and increase overall	Number of individuals participating in Capacity and Capability Building Programme workshops or training over the year.	≥ 200	On track As of 31 October 2025 61 individuals participated in Capacity and Capability Building Programme workshops or training:																								

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report	
capability of our workforce.			Month	No. of opportunities
			July 2025	32
			Aug 2025	12
			Sept 2025	5
			Oct 2025	12
			YTD	61
OPM-CS4 Youth who are not in education or work are supported onto a positive pathway to training or employment.	Number of youths supported into employment or training.	≥ 40	Not on track As of 31 October 2025 No young people were supported into employment or training. Note: Challenges to meet this OPM is due to challenging contractual requirements alongside the current low job market and the large number of people seeking employment. A dedicated full-time resource is now employed, and we expect to see outcomes being delivered and reported on.	
OPM-CS5 Connecting our community and Council through authentic engagement.	Increase our Net Promotor Score ¹⁴ .	Increase by 8.0 points year on year.	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.	
OPM-CS6 Connecting our community and Council through authentic engagement.	Increase brand perception via overall customer satisfaction ¹⁵ .	Increase by 6% year on year.	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.	

¹⁴ NPS measures the loyalty of customers to a company. NPS scores are measured with a single-question survey and reported with a number from the range -100 to +100, a higher score is desirable.

¹⁵ A Customer Satisfaction score gauges how happy consumers are with a purchase or interaction.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-CS7 Drive sustainable visitor growth to the district, build local tourism capability and work alongside iwi, business and community to achieve favourable economic, social, environmental and cultural outcomes.	Increase total number of engaged sessions ¹⁶ to https://horowhenuanz.co.nz .	Increase by 10% year on year.	Not on track As of 31 October 2025 The total number of engaged sessions decreased by 1.3% to 22,035 compared to the previous period.
OPM-CS8 Drive sustainable visitor growth to the district, build local tourism capability and work alongside iwi, business and community to achieve favourable economic, social, environmental and cultural outcomes.	Increase total number of website referrals ¹⁷ from https://horowhenuanz.co.nz .	Increase by 10% year on year.	On track As of 31 October 2025 The total number of website referrals for the year was 7,295 or a 16.3% increase compared to the previous period.
OPM-CS9 Using data and insights to drive positive change in the organisation.	Demonstrate use of Voice of Customer insights to improve customer experience and service delivery.	Narrative describing improvements made using voice of the customer data.	On track As of 31 October 2025 Improvements made using voice of the customer data: Customer Experience pulse surveys are drafted ready to be sent to users who have lodged a CRM with Council. This is in effort to delve deeper in understanding where the improvement opportunities exist for Council to

¹⁶ Engaged Sessions - how many of our visitors are “engaged” with our website? Google Analytics will count a session as engaged if (1) it lasts longer than 10 seconds, (2) it includes at least one conversion and (3) it includes two or more page views.

¹⁷ Website Referrals means outbound link clicks to local businesses or experiences.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
			improve the metric 'easy to do business with' can be made.
OPM-CS10 Staff have knowledge and understanding to effectively engage with Māori.	A cultural competence framework ¹⁸ is developed and milestones are met.	100% of milestones.	Unable to report As of 31 October 2025 The cultural competence framework is still in development and planned to be completed by February 2026.
OPM-CS11 Provide funding for projects and initiatives that build partnerships and are community-led.	Successful grant applications demonstrate benefits that align to Council's outcomes and priorities.	≥ 95%	On track As of 31 October 2025 100% of successful Round 1 grant applications (closed on 31 August 2025) demonstrated benefits that align to Council's outcomes and priorities. The accountability reports for the Round 1 grant application accountabilities are due on 31 July 2026.

Regulatory Services

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
OPM-RS1 Community wellbeing is protected by being kept safe from dogs identified as posing the most risk.	The percentage of cases of non-compliance for dogs that are classified as dangerous or menacing, reach compliance within 3 months.	≥ 95%	On track As of 31 October 2025 54.5 % (6/11) cases of non-compliance for dogs that are classified as dangerous or menacing, reached compliance within 3 months.

¹⁸ May include core competency areas such as Te Reo Māori, Te Ao Māori, Kawa & Tikanga, Te Tiriti o Waitangi and Engagement with Māori.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report
			<p>Some of these dogs were already de-sexed at the time of classification.</p> <p>The remaining 45.5% (5 dogs), are still within the 3-month compliance period and being followed up on by animal control.</p>

