



# 2022 Pre-Election Candidate Briefing

3 August 2022



**Horowhenua**  
2040 Vision



# Outline of presentation

- Our vision
- About Horowhenua
- What people say about Council
- Celebrating successes
- Government Reforms
- Key challenges
- Our Financial Strategy
- Elected Member responsibilities

# Our Vision

*He rau ringa e pakari ai ngā taura whiri I ō tātou kāinga noho me ō tātou hāpori – mai te pae maunga o Tararua ki te moana.*

*With many hands, the threads which weave our neighbourhoods and communities together will be strengthened from the Tararua Ranges to the sea.*

# About the Horowhenua

- 36,000 people as at 2022
- 63,000 people by 2041
- 11,000 new homes needed by 2041
- 47 median population age

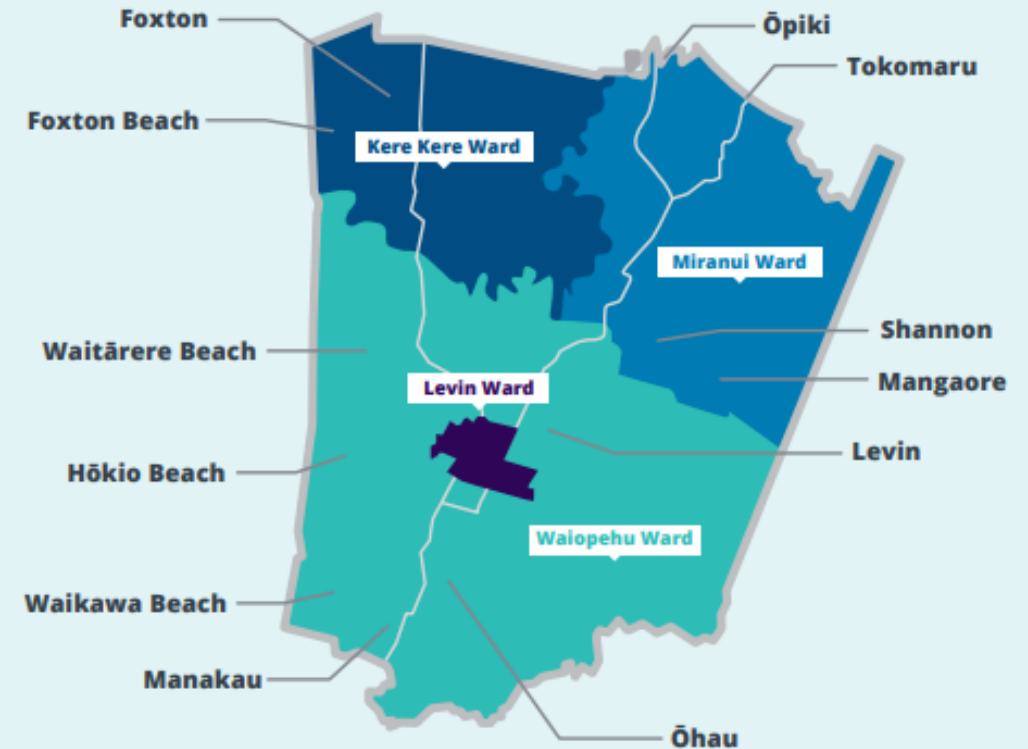




# Member Representation

- One Mayor
- Two Kere Kere Ward
- One Miranui Ward
- Five Levin Ward
- Two Waiopahu Ward
- Two Horowhenua (Māori) Ward
- Five Te Awahou Foxton Community Board

## REPRESENTATION FROM THE 2022 ELECTION



Members

### Kere Kere Ward

Population per member: 2,740



Member

### Miranui Ward

Population per member: 2,840



Members

### Levin

Population per member: 3,160



Members

### Waiopahu

Population per member: 3,435



Members

### Horowhenua (Māori) Ward

Population per member: 2,530

# Community Outcomes



- We are business-friendly.
- We will work with others to enable our economy to grow.
- We support diversity and resilience in our local economy.
- We aspire for economic security for all of our people.
- We seize growth opportunities for our district.



- We contribute to improving our natural environment for current and future generations to enjoy.
- We protect the important natural features in our district.
- We ensure our built environment supports the wellbeing of our people.
- We manage competing pressures on resources sustainably.



- We develop and maintain facilities and infrastructure to meet the needs of current and future generations.
- We provide efficient, reliable and affordable infrastructure.
- We work with partners to develop infrastructure that enables growth.
- Our community facilities and infrastructure are resilient, helping us to respond to climate change and natural hazards.



- We will uphold Te Tiriti o Waitangi and its principles.
- We build mutually respectful partnerships with tangata whenua.
- We support Mana Whenua to maintain and enhance tikanga with their ancestral lands and waterways, wāhi tapu and other taonga.
- We support whānau, marae, hapū and iwi in achieving their aspirations.
- We recognise the role of Mana Whenua as kaitiaki of their rohe.



- We value the diversity of our people.
- We recognise the value of our district's heritage and its contribution to our communities' sense of identity and pride.
- We take an inclusive approach and encourage our people to participate in local decision making.
- We provide infrastructure and services as a foundation for resilient and connected communities.
- We build collaborative relationships with service providers to help enable all of our people to live positive and healthy lifestyles.
- We help create facilities and places where people of all ages and backgrounds feel included, safe and connected.

# Four Wellbeings

We work to build a sustainable future for Horowhenua and promote the four wellbeings for our district.

- Social
- Economic
- Environmental
- Cultural

Each wellbeing relies on the others – the target is to deliver these for our community.



# Key documents

- Long Term Plan
- 2040 Blueprint
- Growth Strategy
- Financial Strategy
- Infrastructure Strategy
- Community Wellbeing Strategy

## OUR STRATEGY AND PLANS

Horowhenua  
2040 (H2040)

**Horowhenua 2040 Blueprint**

### Long Term Plan

Levin Town  
Centre Strategy

Open Space  
Strategy

Infrastructure  
Strategy

Financial  
Strategy

Growth  
Strategy 2040

Shared Pathways  
Strategy

Community  
Wellbeing Framework

Integrated  
Transport Strategy

### Existing Community Plans

Annual Plan

Economic Development  
Action Plan

District Plan

Activity  
Management Plans

Master Plans

Housing Action Plan

MANAWATŪ-WHANGANUI  
REGIONAL SPATIAL PLAN

WELLINGTON REGIONAL  
GROWTH FRAMEWORK





**Te whakanui i te angitu – he aha  
ngā tutukinga o te mahitahi**  
Celebrating successes – what  
we've achieved together



# Our Māori partnerships





# Ngā whakahoutanga a te Kāwanatanga Government reforms

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# Government Reforms

Three upcoming government reforms represent the biggest shift for local government since the 1989 amalgamations.

- Three Water Reform
- Resource Management Act Reform
- Future for Local Government Reform





# Ngā wero nui kei mua i te aroaro

## The biggest challenges we're facing

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# Confronting the realities of climate change and its effects

Tackling climate change and its impacts – there are no easy answers.

## Key considerations

- Resourcing and funding climate action
- Deciding what the council's role will be
- Bringing everyone along
- Creating culture change within our organisation





# Developing sustainable multi-modal transport that best supports the rohe

For a small district, multi-modal What else could we be doing? transport isn't as simple to envision as it is for Aotearoa's cities, but it is just as important.

## Key considerations

- Designing new neighbourhoods to encourage walking and cycling
- Building more space for cycling into existing roadways
- Protecting and maintaining what we already have



# Supporting a thriving, inclusive and resilient community

We're driven to ensure our people and the community have what they need to thrive and participate.

## Key considerations

- Backing community-led initiatives
- Raising incomes
- Uplifting diverse communities
- Growing Horowhenua's prosperity and liveability







# Keeping pace with the demands of growth while maximising the opportunities that come with it

Horowhenua is growing, and it's not likely to slow down.

Before 2014, population hovered around 30,000. In less than a decade, it's grown to over 36,000 people and is projected to reach 63,000 by 2041.

## Key Considerations

- Funding growth
- Planning new homes



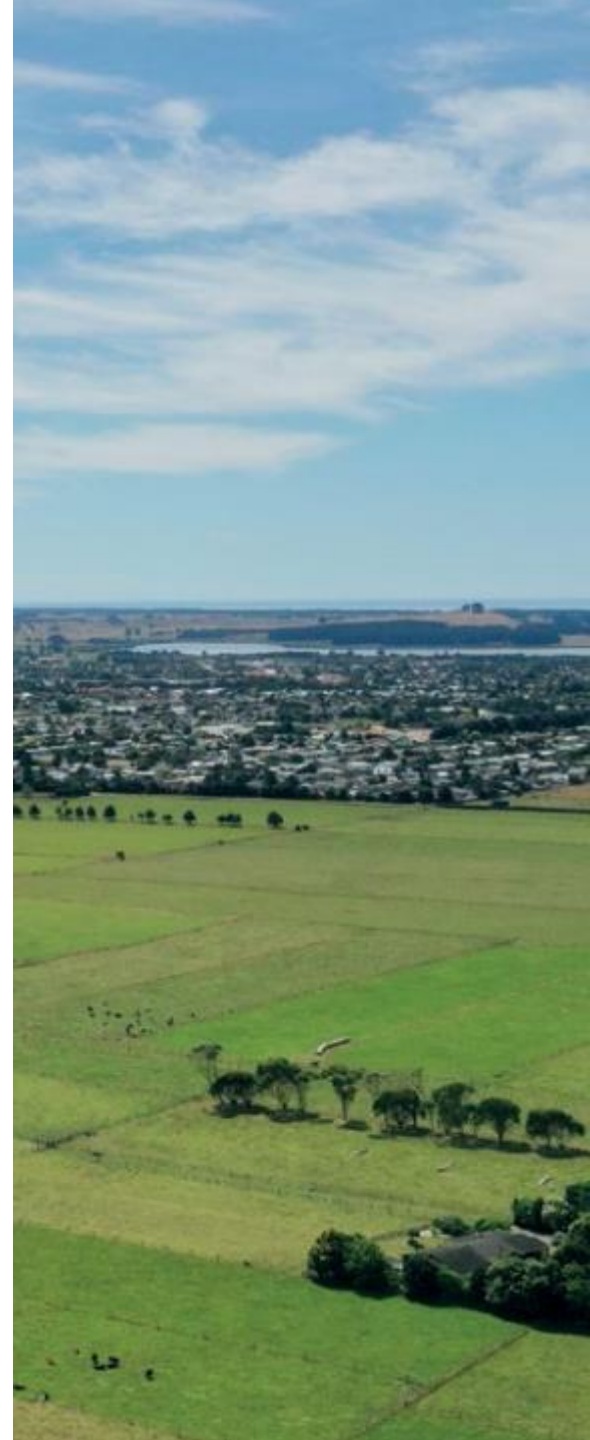


# Balancing community needs and expectations with financial sustainability

\$750m in assets – with majority of the annual budget is funded by rates.

## Key considerations

- Lending – should we be borrowing more?
- How to build our revenue
- Continue delivering value for money
- Communicating better with our communities
- Spreading rates charges more fairly



# Managing increasing pressure on council infrastructure

Managing infrastructure to ensure just in time delivery and to meet the needs of growth, renewals.

## Key Considerations

- Managing community expectations
- Underspending on capital projects





# How we better manage our waste

Aotearoa is one of the highest generators of waste per person in the world.

## Key considerations

- Reducing our waste
- Increases to the national waste disposal levy
- Decision on Levin Landfill





# Our Financial Strategy

Our key financial goal is to manage growth while living within our means. This includes achieving a balance between:

- ensuring affordable rates for the community
- minimising Council's debt
- making the best use of capital spending.

# Key information for FY 2022/23

- Capital expenditure \$35m
- Operational expenditure \$69m
- We have kept borrowings within the set limits – currently, our borrowings are 163% of our operating income (Limit 225%)
- Rates increase average 7%
- Rates income \$47m –represent 75% of income
- Gross Debt \$119m

# Pre Election Report



# Horowhenua

DISTRICT COUNCIL



**We are.  
LGNZ.**



# What is Local Government all about?

It's a complex business!

Underpinned by more than 125 pieces of legislation, Council is responsible for:

- Formulating the District's strategic direction in conjunction with the community through the Long Term Plan (LTP) and reporting on progress
- Determining the services and activities to be undertaken by the Council
- Managing regulations and upholding the law, including the formulation and enforcement of bylaws
- Advocating on behalf of the local community with central government, other local authorities and other agencies
- Environmental management through the District Plan
- Ensuring local communities are encouraged to be part of the decision-making processes of local government

# What is being an elected member all about?

## IT IS A BIG DEAL!

- Standing for Council takes a strong commitment, it is not a “5-minute job”
- Not to be taken lightly, it is an important responsibility
- Represent and lead the District – eyes and ears
- Advocacy and governance
- Skill set in Candidate Handbook – pages 7 to 8

# Governance and Management

- The difference between operational and governance roles
- Elected Members are responsible for determining local policy and legislation and defining the overall vision for the Horowhenua District.
- Elected Members make decisions on behalf of the ratepayers and residents

# Demands on Elected Members

You will need to balance a number of competing interests and wear a number of hats. As Elected Members, you are required to act as community leaders, representatives and board members at the same time.

Elected Members have to navigate:

- Being a member of the governing body of the Council; and
- Being an elected representative of the community.



# Core competencies

- Genuine interest for issues faced by local communities
- Relate to wide range of people – strong people skills
- Competent listening and public speaking skills
- Express ideas clearly and be results focussed
- Understand, analyse and resolve complex issues
- Understand governance versus management
- Councillors think “District-wide” on issues
- Commit to Elected Members’ Code of Conduct

# Job description

- Employ and monitor the Chief Executive (CE) only
- Represent interests of Council and the Community
- Formulate strategic direction and priorities
- Determine expenditure and funding
- Monitor performance
- Develop and oversee policy
- Ensure prudent use of council resources

# Being an effective member of the governing body of the Council

## Your role:

- Establishing a policy framework
- Deciding on financial resources to be raised for delivery of determined programmes
- Ensuring Council is fulfilling its regulatory functions in an appropriate manner
- Developing a management plan for conduct of the Council's activities; and
- Regularly reviewing the Council's performance.

# Being an elected representative of your community

- Represent the interests of the residents and ratepayers
- Provide leadership and guidance to the community
- Facilitate communication between Council and the community
- Promote the overall interests of Council to other government sectors and relevant bodies



# What can you expect if you are elected?

Comprehensive induction and training is provided to all elected members:

- Mix of workshops and webinars
- Handbooks are provided
- Technology provided

# Council meetings

- Council meetings generally held on the second Wednesday of the month
- Every other Wednesday is committee meetings, briefings or workshops
- Generally they start from 2.00 p.m. and go for roughly 8 hours – need to move to day time sessions.
- Generally mayor is full time job
- Councillor is approx. 2 days per week (can be more), CB member can be one day a fortnight
- Lots of research, reading of reports and agendas
- Flexible working hours – evening and weekend work required.

# Council meetings

These were the settings for the current Council, the new Council may change how often they meet, how many other committees or subcommittees there may be, and the start time of meetings.

You should be prepared for Wednesday's to be Council days, however from time to time there may be a need to meet on other days.

# Remuneration

- Mayor \$141,395 pa
- Deputy Mayor \$71,013 pa
- Councillors \$39,452 pa
- Te Awahou Foxton CB Chair \$12,884 pa
- Te Awahou Foxton CB member \$6,442 pa
- Paid fortnightly





