



Kaipara te Oranganui • Two Oceans Two Harbours

KAIPARA DISTRICT COUNCIL

Pre-election Report 2019

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A Message from the Chief Executive

Welcome to the Kaipara District Council Pre-election Report. This report informs you about the issues facing the Kaipara District Council going into the next triennial election scheduled for October 2019. This document contains information from previous years, this current year, and projects and plans for the next term. You may be thinking of standing for Council, or just want information prior to voting – either way, this document will help promote discussion about how things are going within the Council and around the district.

I started with Kaipara in September 2018, and I've loved every minute of it. Kaipara is a district on the rise, and I'm excited to help it grow well into the future. For me, the challenge is to continue building trust within the organisation itself, and for that trust to extend to the district. The projects and proposals detailed in our Long Term Plan 2018/2028 and those which are set to start in the next three year term are instrumental in building that trust.

Looking forward to the next three years in Kaipara, we're undertaking a full review of our District Plan to accommodate for our growing and changing population, and continuing to provide the infrastructure that goes along with that sort of growth. We are receiving a significant contribution from the Provincial Growth Fund, which aims to unlock the potential of Kaipara, and shows that central government sees promise in us as a region of growth. When coupled with projects like Mangawhai Central, the Northland Regional Council led water storage and plans for better State Highways we are in a great position to adjust to this growth.

Of course, this growth will also put some strain on the district and means we are quickly eclipsing the Long Term Plan 2018/2028 population projections. As these numbers rise, so does the demand for service, in terms of people on the frontline of Council and those working to support those frontline services. Robust debt management over recent years has put us in a sound financial position, and the work done to reduce the debt to \$48 million (July 2019) provides future opportunities to utilise debt in a positive way to meet growth demands.

"Kaipara is a district on the rise, and I'm excited to help it grow well into the future."

Local government elected members bring to the table a wide range of experience, action, plans and processes. It's within these differing skill sets that great communities can be created. A diverse number of voices around a table working cohesively towards a vision can empower great change.

I look forward to continuing our journey to unlock Kaipara's potential.

Louise Miller

Chief Executive - Kaipara District Council



Kaipara District – an overview

Kaipara district communities are spread across both coasts of New Zealand, from the entrance to Waipoua Forest in the north, down to the end of Pouto Peninsula and to Topuni in the South. At June 2018 23,200 people lived in the district, less than 1% of New Zealand's population in a generous 3,117 km² area. The district is represented by eight councillors and a mayor, spread across four wards, comprising Kaiwaka Mangawhai, Otamatea, West Coast/Central and Dargaville. Of the total population, 8% identify as Maori, with ethnic makeup becoming increasingly diverse, including particular growth in residents who identify as Pacific and Asian peoples.

The population is also expected to age significantly over the next 20 years, and grow in the under 25 quartile. About 20% of Kaipara district residents are aged 65 and over. Kaipara district also has a diversified economy. With agriculture, forestry and fishing, followed by manufacturing and retail trade as our top five industries. In addition, the tourism industry is experiencing significant growth across Northland, which presents opportunities and challenges for the district.

Council's biggest challenge remains the widening gap between the increasing cost of providing core services and the population able to fund it. As the fast growing region in the North Island, elected members of the future will make financial decisions that will influence our future delivery.

These decisions will look to balance the work that needs to be done now, versus the work the communities need to continue to thrive – a mixture of managing what are our need to haves, versus nice to haves. Infrastructure and 'the basics' will always require funding, but as community needs change, it is up to Council to work towards community improvement in more diverse ways. The re-introduction of the four well beings allows space for elected members to look at a more holistic approach to how they can best support communities.

As part of the wider Te Tai Tokerau geographic area Kaipara looks to work with our Northland authorities (Auckland Council, Whangarei District Council, Far North District Council, Northland Regional Council and Northland Inc). As a reflection of our strong desire to work closely with tangata whenua, Council also has long term relationships with its Iwi, Te Uri o Hau and Te Roroa. Te Uri o Hau and Council have a signed Memorandum of Understanding, and discussions with Te Roroa continue toward establishing a mana enhancing agreement.

This year, the implementation of a strategic Iwi Relationship programme began with the appointment of our Iwi Relations Manager and Council is confidently working with our treaty partners. A tikanga Maori development programme for staff and elected members continues.

Northland | Forward Together Shared Services

In 2016 the four councils of Northland, the Northland Mayoral Forum and the Northland Local Government Chief Executive Forum developed a programme of work to investigate opportunities for collaboration and shared services where there is a proven benefit to each district.

The programme is managed through contribution of staff time and resources from across the four councils.

The four councils have adopted a shared vision and objectives, as documented in Northland | Forward Together; Tai Tokerau | Kokiri Ngatahi.

The commitment is to work together to “lift the overall well-being of our people and our place”.

The current priorities for the programme are:

- delivery of the Regional ICT Programme, with the priority of meeting the requirements of the Northland Transportation Alliance (NTA);
- the Four Waters Programme, incorporating drinking water, stormwater, wastewater, and flood protection;
- a refresh of the Digital Enablement Plan, to increase digital engagement across Northland;
- delivery of over 40 Northland projects totalling \$1.25 million under the Provincial Growth Fund (PGF);
- A Regional Economic Development project to consider business model concepts and funding options.

We are working with central government agencies, the NZ Transport Agency (NZTA), the Local Government Commission, and iwi leaders and their Chief Executives to achieve our targets.



Keeping rates affordable

Growth demands affect infrastructure, staffing, the cost of running Council and meeting the expectations of community. To deliver those services for a reasonable cost with a small ratepayer base is a challenge that will face incoming elected members.

There is work to be done, and money is needed to fund those services, however it is more than a matter of prioritising work, but about careful planning for the future. For communities that are growing there is some capacity to fund themselves, however for communities that are holding steady, and with aging populations, financing will continue to be a pain point.

Council officers have been creative in finding efficiencies and savings, however we have reached a point where further cuts will start to affect service levels agreed upon in the Long Term Plan 2018/2028.

Planning and managing Kaipara's growth

Improvements to State Highways and a booming building market makes us an attractive place for those wishing to make a change to Northland. The east coast of Kaipara continues to swell in permanent population, and our district's proximity to Auckland.

With a population growth of 3.1% in 2018, it looks set to continue to rise. To answer the call on demand for resources, Council is reviewing our District Plan to enable this growth to continue and be managed well.

There are also external factors impacting Kaipara. Private investment in the form of Mangawhai Central will bring a whole new level of growth and change to Kaipara. Council will work alongside developers working on projects of this scale to assist where possible.

"Overall growth is a 'good problem' for us with new people, new ideas, new approaches and a wider diversity making for a better Kaipara."

There are also impacts on our staff to respond to this growth. Some of the staffing issues we'll face include increased demand on frontline services such as people answering telephones, processing building and resource consents, monitoring the growth to ensure our environment stays protected, and ensuring businesses are operating in safe and sanitary conditions. While those are the easily seen effects of growth, the support for those positions needs to increase to catch up at the same time. IT support, finance will all need to grow to meet the expectations of communities.

Overall growth is a 'good problem' for us with new people, new ideas, new approaches and a wider diversity making for a better Kaipara.



District Plan

Our District Plan is being prepared for a review as changes in central government legislation, the Regional Policy Statement and Regional Plan means our plan now needs to encompass these. As part of the review, Council will address and respond to the growth pressures and provide additional areas for growth.

Meetings have been undertaken across the district to find out what people and communities value and hold important. These meetings have created a base level for future discussions around the District Plan. During 2019/2020 the review team will be focusing on:

- Spatial planning, including zoning,
- Significant Natural Areas,
- Rural,
- Heritage and Mana Whenua input,
- Outstanding Natural Features, and
- Coastal Environment Overlay.

Community

In order to achieve our vision of thriving communities working together the Council partners with many community organisations. Work like the Mangawhai Community Plan, Dargaville Town Plan and Kaiwaka Improvement Plan have helped facilitate community led change. The community team also administer a number of funding grants, including Community Grants, MELA and the newly formed Reserve Contributions Fund. The Community team are focused on empowering groups to lead change from within, and working alongside to lift Kaipara as a whole.

Infrastructure

Infrastructure is Council's biggest spend. The funds needed to provide and keep this infrastructure working mainly come from rates: the General Rate (plus NZ Transport Agency (NZTA) subsidies, currently at 61 cents in the dollar) for roads, development and financial contributions, and targeted rates, such as Four Waters infrastructure: water supply, stormwater, wastewater, and land drainage.

The key issues facing Council and ratepayers are:

- The Four Waters infrastructure has had insufficient investment historically. It is getting old and is in need of costly renewal (with the exception of Mangawhai wastewater);
- Significant investment is required to extend the Mangawhai Community Wastewater Scheme (MCWWS) to complete the reticulation of the township and to accommodate growth;
- Central government is investigating options around local government water service delivery and will look to announce recommendations by the end of 2019;
- Bridges on our roading network are reaching the end of their lives and require renewal;
- Growth demands in Mangawhai, including upgrades and improvements to the Mangawhai urban area infrastructure, including intersection upgrades, slow street environments, shared walkways/cycleways, and stormwater improvements as proposed in the Mangawhai Community Plan; and
- Customer expectations are, in some areas, above the ability of Council to provide e.g. sealing of roads and/or the standard of the unsealed low volume roads, and/or managing dust from unsealed roads.

Some communities struggle on their own to afford the upgrades and/or renewal of the existing assets required to maintain current service levels, and we are looking to explore options for this.



Roading

For the Annual Plan 2019/2020 Council will spend \$25.046 million a year on the district roading network (\$10.356 million provided by rates, the remainder provided through NZTA subsidy and Government funding). The network is 1,573km long (1,125km of which is unsealed). To ensure that we keep rates affordable we need to continue looking for innovative ways to prioritise spending on the roads that are most important to our communities in terms of their economic and social needs.

Since its establishment in 2016, the Northland Transportation Alliance (NTA) has worked towards creating a regionally focused and aligned approach to Northland's transportation needs and outcomes.

Initial evidence of the collaboration in action can be seen through the submission and approval of complementary 2018/2021 Asset Management Plans, the tendering and award of five new and aligned roading maintenance contracts across the three District Council areas, the development of regionally consistent toolsets for asset condition assessments and road safety design, and an increased local presence of NZTA staff.

Most recently, the NTA has taken a further step towards a full collaboration model, moving from

the traditional individual council based structures to a functional based model, with increased focus placed on asset planning and strategy (including safety), project planning and delivery, maintenance delivery and performance and wider business performance and customer responsiveness. Through this combined structure the NTA can develop existing employees and recruit more effectively, with combined responsibility areas enabling greater scope and opportunity than was previously available within the individual councils.



Provincial Growth Fund and future opportunities

The investment from central government through the Provincial Growth Fund (PGF) signals the start of a new journey for Kaipara. Addressing an historic need for more investment into our roading network, investigating re establishing a network of wharves for accessibility to the largest harbour in the Southern Hemisphere and planning for long term sustainability when it comes to supplying food to a growing population in Northland and beyond.

Council has been awarded \$20.18 million to deliver our Kaipara Kickstart programme;

- Kai for Kaipara – exploring Kaipara’s land and water opportunity for growing Kai, building support networks and creating an activation plan to enable those opportunities;
- Kaipara Wharves – investigation into reinstating wharves that once existed in the Kaipara Harbour, developing business cases and starting physical improvements;
- Road and bridge infrastructure – repair roads in locations that support the wider Kickstart vision. Connecting communities, creating economic opportunity and building a safe foundation for people to move around.

There are also projects funded through the Tourism Infrastructure Fund (TIF) which will benefit tourists and travellers through the district:

- Baylys Beach walkway
- Maungaturoto Toilets
- Matakohe Toilets

Projects that will positively impact Kaipara led by external groups;

- Northland Regional Council – Water storage (PGF)
- NZTA – township planning (Twin Coast Discovery Highway)

Major Projects

The table below shows the major projects scheduled for the current year and the three financial years following the 2019 elections. For the purpose of this report major projects include all projects over 10% of the \$3 million significance threshold (for planned projects) from the Significance and Engagement Policy. The table shows each project's annual cost for the four years.

This table is not a full list of Council's projects. A complete list can be found in Council's Annual Plan, Annual Report or 10 Year Plan for the respective periods. Available on Council's website www.kaipara.govt.nz.

Capital Projects Budgets	2020	2021	2022	2023
Community Upgrades				
Kai Iwi Lakes - Camp Ground				
Kai Iwi Camp Ground Facilities improvements and upgrades	100,000	350,000	150,000	150,000
Development Programme				
Wood Street (Mangawhai) - Mainstreet redevelopment (as part of the Mangawhai Community Plan)	400,000	400,000		
Economic Development				
Kaipara Moana Physical works (Provincial Growth Funding)	4,000,000			
Digital transformation and IT upgrades	920,000	865,000	820,000	
Enterprise Application Review / Replace				1,200,000
Flood Protection and Control Works				
Replacement Murphy/Bowers stop bank	376,000			
Sewerage and the Treatment and Disposal of Sewage				
Dargaville Wastewater Scheme				
Pipe Renewal	150,000	250,000	300,000	350,000
Pump Station 1 & 2 upgrade		363,000	473,000	231,000
Mangawhai Wastewater development				
Upgrade Wastewater Treatment Plant	800,000	450,000		
Upgrade Existing Reticulation	1,000,000	200,000		
Extend Reticulation		1,650,000	1,650,000	2,200,000
Stormwater				
Dargaville Stormwater Renewals			500,000	500,000
Mangawhai Stormwater Scheme		296,000	500,000	500,000
The Provision of Roads and Footpaths				
Bridges and Structures				
Tomarata Bridge Repairs	1,450,000			
Structures Component Replacements			742,500	742,500
50MAX HPMV Extension - Bridges	2,160,000			
Heavy Metalling	2,500,000	2,500,000	2,440,000	2,440,000
Insley/Moir Intersection (Intersection 1)	540,000			
Moir/Molesworth Intersection (Intersection 2)	540,000			
Bridge Replacements			544,000	549,323
Growth and Demand Improvements			1,444,000	1,449,323
Kaiwaka-Mangawhai Road Construction/Bridge Replacement		392,197		
Minor Improvements/Safety/Resilience	1,532,985	1,724,435	1,327,352	977,809
Paths - Walkways and Cycleways	560,000	949,700		
Waihue Road Bridge Replacement	350,000			
Seal extension programme			713,243	713,243

Capital Projects Budgets	2020	2021	2022	2023
The Provision of Roads and Footpaths continued				
Road Works - Drainage				
Drainage Renewals 2019/2020	800,000	800,000	490,000	441,000
Road Works - Sealed Resurfacing				
Sealed Resurfacing - Network wide	2,288,276	2,087,644	1,746,000	1,746,000
Sealed Rehabilitation - Network Wide	1,354,000	2,246,400	1,564,000	1,564,000
Water Supply				
Dargaville Water Supply				
Dargaville Raw Watermain		760,000		
Dargaville Renewals			446,325	423,505
Racecourse/SH14 Watermain: Replacement	400,000			
Waiatua Dam to Rotu Pipe			1,375,000	1,375,000
Maungatoroto Water Supply				
Raw Watermain Renewal: Replace 200mm	350,000		650,000	
Ruawai Water Supply				
Water Treatment Plant and Reservoir	338,969	118,836		158,969



Financial Strategy

Council works with the people of Kaipara to make it a welcoming place with strong communities and outdoor activities. We are open and engaged with our communities and strive to lift Kaipara's well-being.

Council must ensure it is financially resilient and has equitable and sustainable funding. Through the services we deliver and our community leadership role, we can make a significant contribution to the future success of the district. The delivery of these services will be efficient, effective and appropriate for the circumstances now and in the future.

A success of the past three years is the significant reduction of debt. Our focus continues on achieving debt reduction and building infrastructure while prioritising projects and balancing residents' expectations with affordability.

The Financial Strategy for 2018/2028 is largely consistent with that set in the Long Term Plan 2015/2025 and remains a simple one.

- We will run a balanced budget.
- We will treat the district equitably.
- We will have a sustainable Plan.

Rates Increase

Year	2016-2017	2017-2018	2018-2019
Rates increase	2.94%	2.65%	4.95%
Total rates increase limit	4.95%	4.50%	5.10%

Rates Increase Table

The chart shows the defined limit to rates increases over the past three years.

Rates affordability benchmark

(1) For this benchmark:-

(a) the Council's planned rates income for the year is compared with a quantified limit on rates contained in the financial strategy included in the Council's long-term plan; and

(b) the Council's planned rates increases for the year are compared with a quantified limit on rates increases for the year contained in the financial strategy included in the council's long-term plan.

(2) The Council meets the rates affordability benchmark if—

(a) its planned rates income for the year equals or is less than each quantified limit on rates; and

(b) its planned rates increases for the year equal or are less than each quantified limit on rates increases.

Rates collected for the 2019/2020 period are based on the estimated financial statements.

Borrowings Limit

Year	2016-2017	2017-2018	2018-2019
	\$'000	\$'000	\$'000
Public debt	62,127	46,000	45,000
Public debt limit	90,651	92,458	92,084

Borrowings Limit

The chart shows the borrowing limit of the Kaipara District Council in line with the Treasury Policy. The 2016 policy is available for reading on the council website. A new Treasury Policy took effect from February 2018. The total limit is <170% of Net debt as a percentage of total revenue.

Debt affordability benchmark

(1) For this benchmark, the Council's planned borrowing is compared with a quantified limit on borrowing contained in the financial strategy included in the Council's long-term plan.

(2) The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

2019/2020 revenue and borrowings are based on estimated financial statements.

Council's Financial Report

Council is in a sound financial position through driving efficiency and finding innovative ways to save money.

The financial information brings together figures previously published in our Long Term Plan 2018/2028, Annual Plans and Annual Reports as well as updated financials, based on the latest forecast information.

While this is not an audited report, much of the information contained in it has been audited. In particular, the 2016/2017 and 2017/2018 financial information has been audited via the respective Annual Reports and the 2018/2019, 2019/2020 and 2020/2021 financial and major projects information via the Long Term Plan 2018/2028. Information from the Annual Plan 2019/2020 is also included, but this document is not audited.

Accounting method

When preparing its financial information Council applies Generally Accepted Accounting Practice (GAAP).



Balance Sheet

The Balance Sheet shows the value of assets owned by Council. It also shows how Council has funded the acquisition of those assets. Council can fund its assets either by borrowing or from equity Council has built up over the years. Council's main asset is its property, plant and equipment, for example, roads, water and sewerage treatment plants.

	Annual Report	Annual Report	Forecast Two	Annual Plan	LTP	LTP	LTP
As at 30 June	2016-2017 \$'000	2017-2018 \$'000	2018-2019 \$'000	2019-2020 \$'000	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000
Net assets/equity							
Accumulated comprehensive revenue and expense	381,972	390,533	401,908	425,697	433,861	445,396	455,297
Asset revaluation reserves	205,754	218,736	231,773	245,084	264,809	278,688	292,711
Restricted reserves	5,325	5,190	5,291	5,389	5,625	5,732	5,846
Council created reserves	-15,405	-12,892	-12,270	-14,550	-18,332	-17,447	-15,804
Total net assets/equity	577,647	601,568	626,702	661,620	685,963	712,369	738,050
represented by Current Assets							
Cash and cash equivalents	11,874	3,641	500	563	629	702	780
Trade and other receivables	5,057	6,092	6,313	6,548	7,263	7,536	7,830
Accrued revenue	1,963	3,438	3,438	3,438	2,875	2,875	2,875
Other financial assets	115	115	115	115	115	115	115
Non current assets held for sale	186	186	186	186	186	186	186
LGFA Borrower notes	0	32	0	0	0	0	0
Total current assets	19,195	13,504	10,551	10,849	11,068	11,414	11,786
Less Current Liabilities							
Trade and other payables	9,751	12,752	13,032	13,329	10,630	10,977	11,347
Provisions	145	148	148	148	145	145	145
Employee entitlements	614	666	1,103	1,111	476	487	498
Public debt	17,127	8,000	483	600	332	0	3,367
Total current liabilities	27,637	21,566	14,765	15,188	11,583	11,609	15,357
Working capital/(deficit)	-8,442	-8,062	-4,213	-4,340	-515	-195	-3,571
Plus Non current assets							
Property, plant, equipment	635,584	654,847	682,050	720,724	739,686	764,436	788,205
LGFA Borrower notes	688	608	704	704	643	643	643
Biological assets	3,531	1,017	1,017	1,017	500	500	500
Other financial assets	278	278	278	278	276	276	276
Total non current assets	640,081	656,750	684,049	722,723	741,105	765,855	789,624
less Non current liabilities							
Public debt	45,000	38,000	44,021	47,657	45,665	44,349	39,085
Provisions	4,796	4,693	4,686	4,679	4,766	4,746	4,722
Derivative financial liabilities	4,196	4,427	4,427	4,427	4,196	4,196	4,196
Total non current liabilities	53,992	47,120	53,134	56,763	54,627	53,291	48,003
Net assets	577,647	601,568	626,702	661,620	685,963	712,369	738,050

Balance Sheet Notes:

- 2019/2020 Balance Sheet above has been prepared from estimated year end numbers
- 2019/2020 Balance sheet above has been prepared before year end adjustments/procedures

Funding Impact Statement

The Funding Impact Statement shows how Council intends to fund its activities, both operational and capital, in the future. Funds are applied to either operating expenditure covering the ongoing costs required for Council to operate, for example, electricity, insurance and staff costs, or to capital expenditure on major assets that will last for a long period of time, for example, water treatment plants and roads.

	Annual Report	Annual Report	Forecast Two	Annual Plan	LTP	LTP	LTP
For the year ended 30 June	2016-2017 \$'000	2017-2018 \$'000	2018-2019 \$'000	2019-2020 \$'000	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000
Operating funding							
<i>Sources of operating funding</i>							
General rates, uniform annual general charges, rate penalties	21,898	22,041	23,039	24,669	26,289	27,585	27,939
Targeted rates	10,332	11,353	12,099	12,214	12,734	12,793	13,591
Subsidies and grants for operating purposes	4,500	4,774	5,116	8,786	5,011	5,100	5,221
Fees and charges	5,193	6,072	6,066	6,498	5,436	5,557	5,680
Interest and dividends from investments	130	142	19	20	20	20	20
Local authorities fuel tax, fines, infringement fees and other receipts	572	1,095	363	320	333	340	347
Total operating funding	42,625	45,477	46,702	52,508	49,823	51,395	52,798
Application of operating funding							
Payments to staff and suppliers	30,195	33,172	35,261	41,690	36,365	35,750	36,798
Finance costs	3,067	2,737	2,549	2,780	2,700	2,610	2,600
Other operating funding applications	0	0	0	0	0	0	0
Total applications of operating funding	33,262	35,908	37,810	44,470	39,065	38,360	39,398
Surplus (deficit) of operating funding	9,363	9,569	8,892	8,037	10,758	13,035	13,400
Capital funding							
<i>Sources of capital funding</i>							
Subsidies and grants for capital expenditure	5,221	8,773	10,346	23,219	7,854	7,683	7,105
Development and financial contributions	3,219	3,453	3,972	3,019	3,071	3,063	3,074
Increase (decrease) in debt	-2,834	-16,127	-1,292	919	-606	-332	194
Gross proceeds from sale of assets	577	4,629	292	175	182	186	190
Lump sum contributions	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0
Total sources of capital funding	6,183	729	13,318	27,332	10,501	10,600	10,563
Applications of capital funding							
Capital expenditure - to meet additional demand	145	357	2,923	4,772	2,825	3,917	4,158
Capital expenditure - to improve the level of service	3,942	4,754	10,825	18,666	6,158	7,633	6,772
Capital expenditure - to replace existing assets	9,175	13,095	11,603	14,821	11,462	10,768	10,942
Increase (decrease) in reserves	2,283	-7,908	-3,142	-2,890	814	1,315	2,091
Increase (decrease) of investments	0	0	0	0	0	0	0
Total applications of capital funding	15,545	10,297	22,209	35,369	21,259	23,635	23,963
Surplus (deficit) of capital funding	-9,363	-9,568	-8,891	-8,037	-10,758	-13,035	-13,400
Funding Balance	0	0	0	0	0	0	0

Funding Impact Statement Notes:

- 2019/2020 Funding Impact Statement above has been prepared using estimated year end numbers
- 2019/2020 Funding Impact Statement above has been prepared before year end adjustment/procedures



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