Notice is hereby given that an ordinary meeting of the Horowhenua District Council will be held on:

Date:	**Wednesday 10 September 2025**
Time:	**11:00 am**
Meeting Room:	**Council Chambers**
Venue:	**126-148 Oxford St Levin**

Council

OPEN AGENDA

MEMBERSHIP

Mayor	His Worship The Mayor Bernie Wanden
Deputy Mayor	Councillor David Allan
Councillors	Councillor Mike Barker
	Councillor Rogan Boyle
	Councillor Ross Brannigan
	Councillor Clint Grimstone
	Councillor Nina Hori Te Pa
	Councillor Sam Jennings
	Councillor Paul Olsen
	Councillor Jonathan Procter
	Councillor Justin Tamihana
	Couniclor Alan Young

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Website: www.horowhenua.govt.nz

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

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

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the Chief Executive Officer or the Chairperson.

ITEM TABLE OF CONTENTS PAGE

KARAKIA TIMATANGA

Whakataka te hau ki te uru	Cease the winds from the west
Whakataka te hau ki te tonga	Cease the winds from the south
Kia mākinakina ki uta	Let the breeze blow over the land
Kia mātaratara ki tai	Let the breeze blow over the ocean
E hī ake ana te atakura	Let the red-tipped dawn come with a sharpened air.
He tio, he huka, he hau hū	A touch of frost, a promise of a glorious day.
Tīhei mauri ora!	

PROCEDURAL

1 Apologies 5

2 Public Participation 5

3 Late Items 5

4 Declarations of Interest 5

5 Confirmation of Minutes 5

REPORTS

6 Elected Members Reports

6.1 Mayoral Report 7

6.2 Te Awahou Foxton Community Board Chairperson's Report 45

7 Reports for Decision

7.1 Levin Landfill Closure - Leachate Groundwater Project 47

7.2 Final Capex Carry Forward to 2025-26 259

7.3 Horowhenua Destination Management Plan 265

7.4 Local Road Improvements Programme Business Case 327

7.5 Update to Elected Members Allowances and Reimbursement of Expenses Policy 509

8 Reports for Noting

8.1 Organisation Performance Report - September 2025 521

8.2 Council Resolution and Actions Monitoring Report September 2025 673

8.3 Long Term Plan 2024-44 Actions Monitoring Report 679

9 Proceedings of Committees

9.1 Proceedings of Te Awahou Foxton Community Board - 18 August 2025 685

9.2 Proceedings of the Community Wellbeing Committee 13 August 2025 747

9.3 Proceedings of the Community Funding and Recognition Committee 30 July 2025 753

9.4 Proceedings of the Risk and Assurance Committee 6 August 2025 759

9.5 Proceedings of the Chief Executive Employment and Performance Committee 27 August 2025 767

PUBLIC EXCLUDED

10	**Procedural motion to exclude the public**	**771**
C1	**Levin Wastewater Treatment Plant - Upgrade Headworks**	**771**
C2	**Gas Procurement**	**771**
C3	**Proposed Rating Sale - 17 Churchill Crescent, Shannon**	**771**
C4	**Council Resolution and Actions Monitoring Report September 2025**	**772**
C5	**Proceedings of Risk and Assurance Committee - Public Excluded - 6 August 2025**	**772**
C6	**Proceedings of Te Awahou Foxton Community Board - Public Excluded - 18 August 2025**	**772**
C7	**Proceedings of the Chief Executive Employment and Performance Committee 27 August 2025**	**773**

KARAKIA WHAKAMUTUNGA

Kia whakairia te tapu	Restrictions are moved aside
Kia wātea ai te ara	so the pathway is clear
Kia turuki whakataha ai, kia turuki whakataha ai	To return to everyday activities
Haumi e, hui e, taiki e!	Draw together, affirm!

Karakia

1 Apologies

2 Public Participation

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

3 Late Items

To consider, and if thought fit, to pass a resolution to permit the Council to consider any further items which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded.
Such resolution is required to be made pursuant to Section 46A(7) of the Local Government Official Information and Meetings Act 1987, and the Chairperson must advise:

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

4 Declarations of Interest

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

5 Confirmation of Minutes

5.1 Meeting minutes Council, 6 August 2025
5.2 Meeting minutes Public Excluded Meeting of Council, 6 August 2025

Recommendations

That the meeting minutes of Council, 6 August 2025 be accepted as a true and correct record.

That the Public Excluded meeting minutes of Council, 6 August 2025 be accepted as a true and correct record.

File No.: 25/539

6.1 Mayoral Report

Author(s)	Bernie Wanden JP **Mayor | Kahika**
Approved by	Bernie Wanden JP **Mayor | Kahika**

PURPOSE | TE PŪTAKE

1. The purpose of this report is to inform Council and the community about events and functions and Council-related meetings that I attended from 30 July – 2 September 2025, and to provide an update on items of interest such as submissions made on behalf of Council.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/539 Mayoral Report.

MATTERS OF INTEREST | NGĀ TAKE HIRAHIRA

2. The following meetings, functions and events were attended from 30 July – 2 September 2025.

Meetings, Functions and Events Attended

30 July – 2 September 2025
HLC and Life to the Max – launch of new brand and name
Community Funding & Recognition Committee meeting
Council workshops / briefings
70th Wedding Anniversary visit
Energise Otaki - Healthy Homes for the Horowhenua Discussion
Lake Domain Board meeting
Electra Business & Innovation Awards – entrants' function
College Zoning discussion
Centennial Celebrations of Rural Women NZ
Citizenship Ceremony
Risk & Assurance Committee meeting
Council workshop
Council meeting
Manawatū College visit
Thompson House Committee meeting
Community Wellbeing Committee meeting
Capital Projects Steering Group meeting
Council workshops / briefings

Council workshops / briefings
UCOL Campus karakia
HDC Kaimahi Matariki Awards
Horowhenua DC | NZTA Regional Relationship meeting
Te Awahou Foxton Community Board meeting
Local Water Done Well hui at Te Rangimarie Marae
Horowhenua Crime Camera Trust AGM
Meeting with Electra CE and new Board Chair
Workshop - Local Government (Systems Improvement) Amendment Bill Workshop
Water Services Delivery Plan – three Councils signing function
Levin Wastewater Treatment Plant – works commencement sod turning
Business After 5 function
MTFJ Governance Group meeting
Rotary Caravan Club Rally - morning tea
Chief Executive Employment and Performance Committee meeting
Council workshops / briefings
Council workshops / briefings
Moutoa Floodgates site visit
Meeting with Events Centre board members
Carters Power-up Event
Older Person's Network
Levin Community - NZ Police, Horowhenua Mayor, Te Pāti Māori hui
70th Wedding Anniversary visit
MTFJ Programme update meeting
Climate Action Joint Committee meeting
Mayoral Forum (Horizons region Mayors)
Emergency Management Joint Standing Committee meeting
Regional Transport Committee meeting

COUNCIL SUBMISSIONS

3. Making submissions on Central Government consultations is an important way to represent the interests of Council and our community. It ensures local perspectives and on-the-ground knowledge are considered in national decision-making, and helps protect local priorities and services. I would like to share the following submissions made on behalf of Council in August 2025;

   Proposed Changes to RMA National Direction (Packages 1, 2 and 3) – Council's submission was in support of the Government's intent to address barriers in the current New

Zealand/Aotearoa planning system to better support well-functioning urban and rural environments for current and future generations.

Going for Housing Growth – Council supports the Government's intent to address barriers in the current New Zealand/Aotearoa planning system to better support well-functioning urban and rural environments for current and future generations.

Local Government (System Improvements) Amendment Bill - While broadly supportive of the objective of the Bill, Council recommends a number of amendments to clarify and enhance the operation of the legislation when passed and urged the Select Committee to ensure definitions are tested, to avoid unintended consequences.

These submissions are ***attached***.

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	HDC Submission - National Direction Package	10
B⇩	HDC Submission - Going for Housing Growth Submission	35
C⇩	HDC Submission - Local Government (System Improvements) Amendment Bill	41

27th July 2025

National Direction Consultation
Ministry for the Environment
P O Box 10362
Wellington 6143

Lodged via: Ministry for the Environment - Citizen Space

Submission from the Horowhenua District Council on Proposed Changes to RMA National Direction (Packages 1, 2 and 3).

The Horowhenua District Council (HDC) appreciates the opportunity to make a submission on the first three packages of proposed changes to national direction under the Resource Management Act 1991 (RMA).

General Comments

HDC support the Government's intent to address barriers in the current New Zealand/Aotearoa planning system to better support well-functioning urban and rural environments for current and future generations.

The Horowhenua population is growing quickly – being the fastest growing in the lower North Island. Steady growth is expected to continue over at least the next 20 years. Between this growth, central government investment in significant infrastructure (including the Ōtaki to North Levin highway) and having extensive areas of highly productive land, Horowhenua is at the confluence of many of the matters this national direction refresh is seeking to address – from providing for urban growth that is safe from natural hazards, building and consenting infrastructure, managing freshwater, and protecting highly productive land.

The Government's focus on well planned growth, underpinned by efficient delivery of infrastructure, aligns with HDC's focus. HDC have been planning according to a 95th percentile growth rate since 2021 – reflecting that we recognise the need to plan for growth in a robust and serious manner. Of note, we recently rezoned 420ha of land for urban development and have several other urban growth areas for both housing and business identified in our Growth Strategy. Our way of working is reflected in our Long Term Plan community priorities, which are as follows:

- Vibrant Economy
- Outstanding Environment
- Fit for Purpose Infrastructure
- Partnership with Tangata Whenua
- Strong Communities.

That said, HDC have some concerns that the overall package of national direction may add to the confusion that already exists because of conflicting priorities in the resource management system, while also increasing the risk of poor environmental outcomes that

will undermine the goal of well-functioning urban and rural environments. Examples of this include the use of terminology like 'recognise and provide for' certain outcomes within the national direction package, but without providing guidance on how this aligns with the Section 6 matters set out in the Resource Management Act 1991.

HDC also note that the discussion documents and appendices currently available contain example policy wording only – however, the detail of such policies will determine how efficient and effective they are. As such, HDC request that Ministry engage with a wide variety of industry experts when preparing final documents to avoid unintended consequences.

Given HDC's commitment to efficiency, we have tailored our submission to focus on only the most significant changes that are of most relevance to our community and our operations. However, we note our interest in the whole package and how it interrelates.

Lastly, HDC acknowledge the announcement from Minister Bishop requiring Councils to stop work on plan changes, including transitioning to National Planning Standards. HDC has completed this transition, except for the definition standard (which work was underway on). Given the national direction package has been drafted for consistency with National Planning Standards (e.g. using National Planning Standards definitions and zones) and Councils that have not yet transitioned will no longer be making the transition, consideration may need to be given to whether any consequential amendments need to be made to ensure the package can be applied as intended.

Timing

HDC question the benefit in the Government progressing this work at the current time. Minister Bishop himself has acknowledged the difficulty Councils face in progressing resource management policy work in advance of broader system reform – noting that it will be extremely difficult to advance changes under the Resource Management Act that will also align with the focus on the new system – hence the Government's intention to put a stop to almost all plan changes during this interim period. HDC believe the same logic applies to the national direction refresh – both in terms of the inherent tension in drafting something that sufficiently aligns with the Resource Management Act to avoid creating additional conflicts while also aliging with the direction for the new system, but also in terms of the implementation costs (resourcing, upskilling etc.) that Councils and other system users (e.g. consent applicants) alike will face.

Notwithstanding the reservations expressed above, HDC provide the following general statements on each package, following by more detailed responses to the consultation questions set out in the discussion documents.

Package 1: Infrastructure and Development

HDC support the National Policy Statement for Infrastructure (NPS-I) and its intent. However, we have some concerns about the detail and the potential for unintended consequences which we have addressed in more detail below. HDC acknowledge the benefits of infrastructure and agree that consenting significant infrastructure projects is time consuming and expensive – however, we also acknowledge that major infrastructure projects have the potential to have long term impacts on both the natural and built

environment. As such, it important that the right balance be struck between enabling and protecting.

HDC support the intent of the National Policy Statement for Natural Hazards (NPS-NH) and welcome national level guidance on this complex matter. HDC support the hazard matrix and the 'proportionate response' approach. However, HDC are concerned that the NPS-NH does not provide enough guidance on what to do when hazard risk is deemed significant. HDC are also concerned about the explicit direction to continue when information is uncertain or unclear. These factors leave HDC concerned that significant risk to communities, Government, and Councils (and therefore taxpayers and ratepayers will remain). HDC have additional comments about possible implementation challenges which we have set out in more detail below.

In terms of the NPS-NH, HDC note that many of the objectives and policies use the term "local authorities" rather than the more general term "decision-maker". This is inconsistent with the rest of the national direction package. HDC question how the NPS-NH is intended to apply to planning decisions that are not made by local authorities (e.g. ones made by the Expert Consenting Panels or the Environment Court) and request that the term "local authorities" be replaced by "decision-makers" as appropriate throughout.

HDC generally support the National Environmental Standards for Granny Flats and Papakāinga Housing and have only minor comments and suggestions in relation to these instruments.

Package 2: Primary Sector

HDC's submission on Package 2 is focused firmly on the proposed changes to the National Policy Statement on Highly Productive Land (NPS-HPL) given the impact on Horowhenua.

As indicated on our previous submissions on the NSP-HPL, we have a significant interest in this policy statement given the extent of highly productive land in our District. Our submission in 2019 clearly detailed our preference that the NPS-HPL focus on LUC 1 and 2 only – particularly for Horowhenua. As such, we were surprised and disappointed to see the proposed exclusion of LUC 3 from the NPS-HPL not apply to Horowhenua, and that this was proposed without any prior consultation or engagement with us.

HDC strongly opposes the proposal to identify Horowhenua as a Special Agricultural Area (SAA) in the NPS-HPL and the resulting retention of blanket LUC 3 protection for Horowhenua. We are very concerned that this will lead to perverse outcomes and will not address the problem it intends to. We provide more information about this below. Overall, HDC is very concerned about the lack of evidence, analysis, or testing this proposal given the extent of ongoing regulation this will impose on property owners.

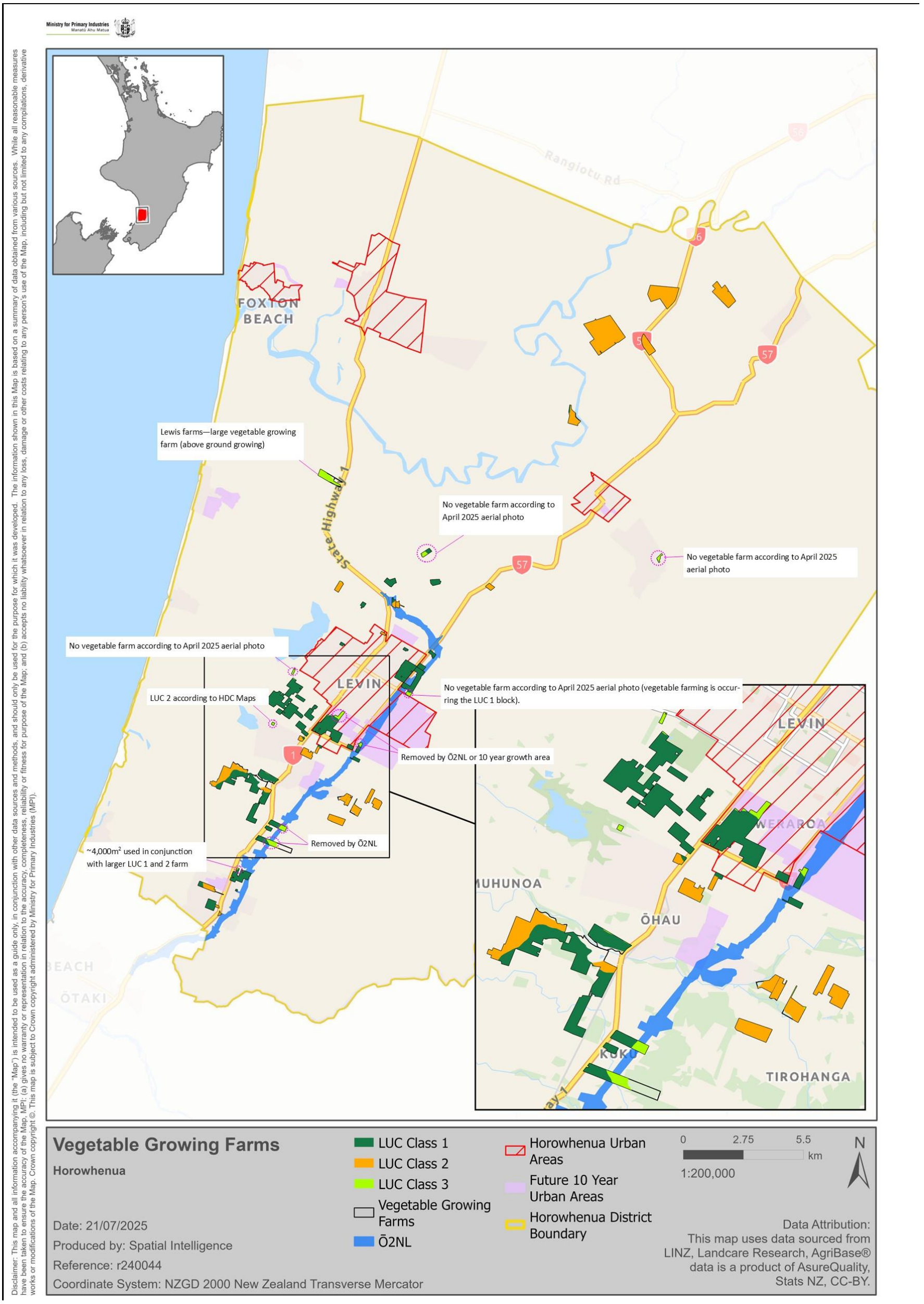
As expressed in previous submissions, the Horowhenua District is fortunate to have extensive areas of LUC 1 and 2 soils and as such, have carefully protected these areas from inappropriate subdivision and development since at least 1999. HDC understands that the proposal to identify Horowhenua as a Special Agricultural Area in the NPS and to retain LUC 3 protections in the District is to protect land for vegetable growing. However, analysis reveals that this is very little vegetable growing occurring on LUC 3 in our District (within Horowhenua, vegetable growing occurs almost exclusively on LUC 1 and 2).

To illustrate this point, HDC utilised the map prepared by Ministry for Primary Industries that identified the location of vegetable growing farms, overlaid on LUC 1-3 maps. HDC have

reservations about the methodology used to prepare this map and, as result, have marked up our own version to illustrate why we are so concerned about the proposal. Please note we have had to produce this map within significant constraints (time, resourcing, access to information) so have done the best we can with the options available to us. This is included on the following page but highlights that retaining LUC 3 protections for Horowhenua will have a very limited benefit in terms of vegetable protection, while having broad and far reaching costs for property owners by significantly limiting how they can use their land. According to our analysis (illustrated by the map on the following page), the proposal to retain LUC 3 will protect only the following:

- A ~4,000m^2 corner of vegetable farming used in conjunction with a larger LUC 1 and 2 farm.
- One large vegetable farm that largely grows above ground (with limited reliance on the soil resource).

The proposal to continue LUC 3 protections for Horowhenua (via the SAA approach) will not only continue to virtually preclude any type of urban or lifestyle development in LUC 3 areas, but will also continue to make it very difficult to establish non-primary production land use activities that are best suited to the Rural Zone (either due to effects or because they support primary production activities).


Ministry for Primary Industries
Manatū Ahu Matua
Disclaimer: This map and all information accompanying it (the "Map") is intended to be used as a guide only, in conjunction with other data sources and methods, and should only be used for the purpose for which it was developed. The information shown in this Map is based on a summary of data obtained from various sources. While all reasonable measures have been taken to ensure the accuracy of the Map, MPI: (a) gives no warranty or representation in relation to the accuracy, completeness, reliability or fitness for purpose of the Map; and (b) accepts no liability whatsoever in relation to any loss, damage or other costs relating to any person's use of the Map, including but not limited to any compilations, derivative works or modifications of the Map. Crown copyright ©. This map is subject to Crown copyright administered by Ministry for Primary Industries (MPI).
FOXTON BEACH
ŌTAKI BEACH
LEVIN
ŌHAU
KUKU
TIROHANGA
WERAROA
MUHUNOA
Ranglotu Rd
State Highway 1
56
57
1
Lewis farms—large vegetable growing farm (above ground growing)
No vegetable farm according to April 2025 aerial photo
No vegetable farm according to April 2025 aerial photo
No vegetable farm according to April 2025 aerial photo
LUC 2 according to HDC Maps
No vegetable farm according to April 2025 aerial photo (vegetable farming is occurring the LUC 1 block).
Removed by Ō2NL or 10 year growth area
Removed by Ō2NL
~4,000m² used in conjunction with larger LUC 1 and 2 farm
Vegetable Growing Farms
Horowhenua
Date: 21/07/2025
Produced by: Spatial Intelligence
Reference: r240044
Coordinate System: NZGD 2000 New Zealand Transverse Mercator
LUC Class 1
LUC Class 2
LUC Class 3
Vegetable Growing Farms
Ō2NL
Horowhenua Urban Areas
Future 10 Year Urban Areas
Horowhenua District Boundary
0 2.75 5.5
km
1:200,000
N
Data Attribution:
This map uses data sourced from LINZ, Landcare Research, AgriBase® data is a product of AsureQuality, Stats NZ, CC-BY.

5

For the avoidance of doubt, HDC do not oppose the concept of SAAs themselves – our opposition is to these being set at within a national planning document.

HDC are firmly of the view that measures such as this should be considered and decided via local plan making processes, which are subject to significant scrutiny, including s32A evaluations and evidence, public submissions and hearings which provide the opportunity for evidence to be further questioned and tested, and ultimately the possibility of Environment Court proceedings.

Given the Government's commentary on the need to exercise caution and use strong evidence before regulating private property rights, HDC urge the Government to carefully consider the concerns we have raised in relation to this matter. We remain open, as ever, to further conversation and would welcome Minsters to our District too see the nature of land use first hand.

Package 3: Freshwater Package

HDCs submission on the freshwater package is limited, given it relates more to Regional Council functions, but provide some comment on fundamental points (such as the hierarchy of obligations) and provide comment on the proposal for Commercial Vegetable Growing and Water Storage and Security, based on local knowledge and recent experiences in seeking consents for our own infrastructure projects.

HDC Comments on Discussion Document Package 1: Infrastructure and Development

2.1 Proposed National Policy Statement – Infrastructure		
Question raised in the discussion document		**Decision Requested**
1	Is the scope of the proposed NPS-I adequate?	HDC largely supports the scope of the NPS-I but questions whether the definition of social infrastructure should include public facilities such as sportsground and stadiums and community centres. These facilities are critical to well-functioning urban and rural environments and can often be key drivers of economic activity. HDC question whether other important infrastructure, such as flood protection infrastructure, should be included within the scope of this NPS. HDC note some inconsistency in the example objective and policy wording, with some referring to the needs/benefits for 'future generations' and others referring to both 'current and future generations'. HDC request that the NPS consistently refer to both current and future generations.
2	Do you agree with the definition of 'infrastructure', 'infrastructure activities' and 'infrastructure supporting activities' in the NPS-I?	Noting our comments above regarding social infrastructure and flood protection infrastructure, HDC largely supports the proposed definitions, but highlights the need for these definitions to be consistent across the national direction package.
3	Does the proposed objective reflect the outcomes sought for infrastructure?	Environmental improvement (natural and built – replacement infrastructure opportunity to improve outcomes). HDC support the intent of the objective but consider the objective needs to be clearer that adverse effects need to be managed well/appropriately (current wording does not specify the way effects need to be manged). HDC also note that the objective misses an opportunity to be clear that replacement infrastructure has the potential to improve environmental outcomes (both natural and built) and would like to see this explicitly acknowledged and encouraged in the NPS. HDC are of the view that this will improve the consenting pathway for replacement infrastructure that represents an improvement (from the environmental perspective) from status quo.

		While HDC support the intention of ensuring infrastructure represents 'good value for money', HDC is unsure how this can be factored in Resource Management decision making. This represents a significant change in approach for resource management and may even result in duplication, with 'value for money' being considered by other processes (e.g. other Council or business decision making processes). HDC therefore question the efficiency of including this in an RMA based document, particularly one that will be in play for only a short period of time given the Government's intention to replace the RMA. The NPS-I should include provisions to ensure the long-term sustainability of infrastructure built by developers that is intended to be vested in councils or water service entities. Policies should ensure this infrastructure is fit for purpose, cost-effective to operate into the future, aligned with asset planning and service delivery expectations, and that the costs of this infrastructure are distributed fairly. HDC also request the NPS be clear that infrastructure needs to be designed for long term resilience (e.g. to natural hazards and climate change). This is particularly important given the Proposed NPS-NH is intended to not apply to infrastructure.
4	Does the proposed policy adequately reflect the benefits that infrastructure provides?	Like points raised above, HDC request consistent use of the term "current and future generations". We have similar concerns to those outlined above about the inclusion of 'value for money' as a factor in RMA decision making. HDC consider the wording of P1(2) unclear. We have suggested some alternate wording, based on what we understand the intent to be: *When making planning decisions about infrastructure, acknowledge that localised adverse effects may be acceptable when the infrastructure will deliver significant ongoing national, regional, or local benefits.*
5	Does the proposed policy sufficiently provide for the operational and functional needs for infrastructure to be located in particular environments?	HDC support the intent of P2, but consider that additional wording needs to be included to account for situations where infrastructure is proposed in high value, sensitive, or compromised environments.
6	Do you support the proposed requirement for decision-makers to have regard to spatial plans and strategic plans for infrastructure?	Yes, HDC support this. HDC request this include both formal and informal spatial plans (e.g. include non-statutory strategic plans that have been adopted by Councils). This should also include Land Transport Plans and strategic planning documents that water service entities will develop – but with the amount of weight to be afforded to these documents to be based on the level of certainty and

		knowledge about the nature and scale of effects (to ensure that matters such as interface effects are neither over nor under mitigated).
7	Would the proposed policy help improve the efficient and timely delivery of infrastructure?	The NPS-I may improve the timely delivery of infrastructure by assigning it a higher weighting in the decision-making process. However, RMA decision-making is only one part of a wider set of factors (many of which are outside the RMA) which determine whether infrastructure is delivered in a timely and efficient way – other key factors include land acquisition, finance, supply chains – and the complexity of the environment itself. The proposed 'recognise and provide for' wording (e.g. as in proposed policy P2) may create conflict for decision-makers when weighing environmental 'matters of national importance' under Section 6 of RMA section 6 which they must also 'recognise and provide for'. Without a framework or hierarchy for resolving this conflict, decision-making may become inconsistent and inefficient. Overall, HDC is concerned about the extent to which this NPS may elevate infrastructure over other matters, even if it conflicts with spatial plans or national direction. An overarching requirement to be consistent with spatial plans and national direction is needed.
8	Does the proposed policy adequately provide for the consideration of Māori interests in infrastructure?	HDC agree that Māori interest in infrastructure, including as an infrastructure provider, is an important consideration in the overall delivery of infrastructure. However, HDC question whether this matter, as expressed in Draft P5, can practicality be addressed through an RMA planning document or process. The RMA has not typically considered who applicants are (except for Requiring Authority status for Notices of Requirement), so HDC is unsure how this could be addressed by decision makers (as opposed to be infrastructure providers in advance of lodging applications with Councils). HDC are concern that P5(c) duplicates, while also conflicting with, Section 6(e) in that it is significantly weaker than the Section 6(e) requirement. HDC consider that P5 should explicitly uphold The Treaty/Te Tiriti obligations or principles and require infrastructure providers/applicants to engage with Iwi/Hapū at the early stages of their planning. This is particularly important for protecting Iwi who have yet to settle Treaty/Te Tiriti claims, who would otherwise be at a disadvantage by not having their rights and interests articulated in legislation.
9	Do the proposed policies sufficiently provide nationally consistent direction on assessing and managing the adverse effects of infrastructure?	HDC is concerned that this matter is not sufficiently provided for in the NPS-I. In particularly, HDC are considered that the NPS-I may conflict with s104 matters. HDC question the use of the term 'environmental values' rather than 'environmental effects' (per the RMA). Values are distinct from effects and, if values are not sufficiently articulated in planning documents, may give rise to

		unintended consequences ranging from trying to determine broader environmental values through consenting processes or unmitigated environmental effects. HDC has concerns about P6(d) directing decision makers to adopt international 'best practice' standards as these are usually developed with limited or no New Zealand input and can be changed with little or no warning and may not be appropriate for New Zealand contexts. There is likely to be significant variation internationally about what is considered best practice, which could lead to drawn out and litigious consenting process. HDC also note the NPS-I places the burden of assessment (disproportionately) on decision-makers with little direction being focussed on the duties of infrastructure providers to consider solutions to manage their effects.
10	Do the proposed policies sufficiently provide for the interface between infrastructure and other activities including sensitive activities?	HDC consider stronger guidance is needed on how to manage the interface between infrastructure and the natural and built environment – particularly where there are competing national direction policies (such as new, effects generating infrastructure occurring alongside new urban development). As part of this, it is important to distinguish between planned infrastructure (where exact effects are not known) and consented infrastructure (where effects are known). HDC, alongside NZTA, have had recent experience with how challenging this can be, with a large urban rezoning (Council initiated) occurring slightly ahead of a major infrastructure project proposal (NZTA led). Despite all parties wanting to manage interface effects as efficiently and effectively as possible, it was difficult to achieve. HDC are happy to share our experience on this matter more fulsomely. The best opportunity to achieve the intended outcomes expressed in P9 is of course via spatial planning. However, HDC question how these intentions can occur if planning process occur ahead of spatial planning process.
General Comments HDC are generally concerned about the extent of obligations placed on decision makers to implement the NPS compared with the limited obligations for infrastructure providers to manage their effects. In particular, HDC is concerned about P4(2)(a) which states *"recognise it is the role of the infrastructure provider to identify the preferred location for the infrastructure activity"*. HDC questions how this would be reconciled in situations where the preferred location conflicts with other national direction priorities. As noted in our general comments at the outset of this submission, we are concerned that the way the term 'recognise and provide for' is used in the proposed NPSs conflicts with Section 6 of the RMA. This will create significant complexity and uncertainty for consenting processes.		

3.1 National Environmental Standard – Granny Flats (Minor Residential Units)		
Question raised in the discussion document		**HDC View / Decision Requested**
57	Are the proposed provisions in the NES-GF the best way to make it easier to build granny flats (minor residential units) in the resource management system?	The proposed provisions will make establishing granny flats easier than the current system of leaving it to individual District Plans to determine. The Horowhenua District Plan already allows for minor dwelling units as a permitted activity up to 50m^2 in the residential zones and 70m^2 in the Rural Zone – so in our context, the NES allows slightly lager granny flats in Residential Zones.
58	Do you support the proposed permitted activity standards for minor residential units?	Yes, we support the proposed permitted activity standards in general, but our concerns with the use of an internal floor area, rather than a gross floor area as expressed in our previous submission on the remain. An internal floor area is harder to calculate than a gross floor area and is less widely understood and potentially more confusing. HDC support the standards for one unit per site, maximum building coverage, boundary setbacks and setbacks between buildings. HDC note that the building coverage standard may present an issue in our district, as stormwater from private properties is disposed of via soak pit. If the addition of a granny flat pushes site coverage on a site close to the maximum 50% coverage provided for by the proposed NES, there may be instances where it is difficult to appropriate site a soak pit, particularly in areas with poor drainage.
59	Do you support district plans being able to have more lenient standards for minor residential units?	This approach is supported.
60	Should the proposed NES-GF align, where appropriate, with the complementary building consent exemption proposal?	We support alignment, noting that there must be a process in either the building consent exemption process or the NPS to require councils to be notified of the building being established on the site, to be able to update our rates database and charge development contributions as per our policies.
61	Do you support the proposed list of matters that local authorities may not regulate in relation to minor residential units? Should any additional matters be included?	In general, yes. However, as granny flats generate traffic, we request that Councils are still able to impose access (e.g. width and formations) standards if additional vehicle access is proposed as part of the granny flat.
62	Do you support existing district plan rules applying when one or more of the proposed permitted activity standards are not met?	This approach is supported.

63	Do you support the list of matters that are out of scope of the proposed NES-GF? Should any additional matters be included?	We suggest including natural hazards and onsite stormwater disposal for areas that rely on non-reticulated stormwater methods. This in important in District such as the Horowhenua, where the reticulated stormwater network only services the road – with private properties disposing of stormwater via onsite soak pit. The NES needs to give Councils the ability to ensure that granny flats/minor dwelling make adequate provision for stormwater disposal (and that they cannot be built overtop of existing soak pits).
General Comments The proposal relies on the National Planning Standards (zonings/definitions). Given recent advice on the future of the National Planning standards, this will need review.		

3.2 National Environmental Standard – Papakāinga		
Question raised in the discussion document		**HDC View / Decision Requested**
64	Do you support the proposal to permit papakāinga (subject to various conditions) on the types of land described above?	Yes. HDC request that this be extended to general tile land where ownership of this land has arisen because of Māori land being acquired for a public work (e.g. via land exchange). HDC have further comments about how to provide for Papakāinga on general title land set out in response to Question 69.
65	What additional non-residential activities to support papakāinga should be enabled through the NES-P?	HDC support the proposal.
66	What additional permitted activity standards for papakāinga should be included?	HDC have no comment to make on this matter but urge careful consideration of any matters suggested by Iwi/Hapū/Māori.
67	Which, if any, rules from the underlying zone should apply to papakāinga developments?	Natural hazards, reverse sensitivity, roads and access, and servicing (including stormwater).
68	Should local authorities have restricted discretion over papakāinga on Treaty settlement land (ie, should local authorities only be able to make decisions based on the matters specified in the proposed rule)?	HDC do not have a position on this matter.

69	What alternative approaches might help ensure that rules to enable papakāinga on general land are not misused (for private/commercial use or sale)?	HDC suggest that Papakāinga on general title be provided for as a Restricted Discretionary Activity with the same activity conditions as for permitted Papakāinga, with the only matter of discretion being proving an ancestral connection to the land. This would provide a straightforward consenting pathway.
70	Should the NES-P specify that the land containing papakāinga on general land cannot be subdivided in future?	HDC consider it is appropriate for the NES-P to rely on District Plan rules to determine whether subdivision can occur. However, we urge the Government to take input from Iwi/Hapū/Māori on this matter.
General Comments HDC support the ability for District Plans to be have more lenient provisions than the NES-P.		

3.3 National Policy Statement – Natural Hazards		
Question raised in the discussion document		**HDC View / Decision Requested**
71	Should the proposed NPS-NH apply to the seven hazards identified and allow local authorities to manage other natural hazard risks?	HDC broadly supports the identification of the seven listed hazards across the country, as the listed hazards are those where there is generally already some information available. We also support the ability for Councils to include additional hazards based upon the natural hazard profile of each area.
72	Should the NPS-NH apply to all new subdivision, land use and development, and not to infrastructure and primary production?	HDC agrees that at a minimum, the NPS-NH should apply to all new subdivision, land use and development. HDC consider it may be appropriate to include infrastructure, given that Council is ultimately liable if vested infrastructure assets are damaged as part of a natural hazard event. In the case of significant public infrastructure works (State Highways, National Electricity Grid, Municipal Wastewater Treatment Plant), the level of investment is such that investigation and consideration of natural hazard effects on infrastructure is generally part of consideration, whereas this is not always the case for private developments that require upgraded/new infrastructure for example. It may be that for large scale developments at least, some consideration of mitigating hazard risk for infrastructure is appropriate. If this is not to be included in the NPS-NH, then the same intent should be captured in the NPS-I. We agree that that primary production activities should be exempt in general from the NPS-NH.

73	Would the proposed NPS-NH improve natural hazard risk management in New Zealand?	Not in its current form – a significant amount of further detail and implementation guidance will be required for the proposed NPS-NH to make improvements from the status quo, as per our other comments on this subject.
74	Do you support the proposed policy to direct minimum components that a risk assessment must consider but allow local authorities to take a more comprehensive risk assessment process if they so wish?	This approach is supported and would provide greater clarity and certainty for both Councils and applicants as to the level of information required. However, for it to be successful, there will need to be some clear direction on: 1. What the process is for filling any information gaps, given the wording of Policy 6. In what circumstances will it be expected that it would be the applicant's responsibility, and when would Council (either Territorial Authorities or Regional Councils) be expected to provide the necessary reporting; 2. Who is a suitably qualified person to provide any required report; 3. What would the process be for the use of any previous reporting, given that they often contain disclaimers that the information can only be used for the original intended purpose; 4. What funding will be available from Central Government to fill information gaps – we can see that if no one can afford to provide the minimum level of detail, then the NPS-NH will not achieve its desired objective.
75	How would the proposed provisions impact decision-making?	At present, HDC are concerned that the NPS-NH is not sufficiently directive to impact decision making in a meaningful sense. HDC consider the proposed objective and polices require clearer, more directive drafting. The proposed objective does set out expected outcome, so reads more like a policy. The proposed policies lack clear direction on specific thresholds/direction on acceptable level of risk under various conditions, and what proportionate action is appropriate at each risk level. More simply, the NPS-NH directs the decision about what is 'significant risk' (if information is available), but does not provide direction on how to respond to this (e.g. when to avoid development, what level of risk needs to be mitigated and to what level). Without directive action statements, natural hazard decision making will continue to be inconsistent across the country. Additionally, the effectiveness of NPS-NH will depend on the quality of available information. Current hazard information on the seven listed hazards will vary from Council to Council in age and detail and obtaining more information is costly and time consuming for both Councils and developers. Central government support in this area is critical.

76	Do you support the placement of very high, high, medium and low on the matrix?	HDC support the matrix approach. Matrices can be a clear and easy means for the public to understand the risk profile for a site, are industry standard and already used in existing Council natural hazard reports (e.g. liquefaction).
77	Do you support the definition of significant risk from natural hazards being defined as very high, high, medium risk, as depicted in the matrix?	HDC support this approach in principle, however more direction and guidance will be needed to determine the appropriate action in the case of each classification of risk.
78	Should the risks of natural hazards to new subdivision, land use and development be managed proportionately to the level of natural hazard risk?	HDC support taking a proportional approach to natural hazards based upon the level and nature of the natural hazard risk. However, this will only work if there is enough information available on the hazard to be able to assess what measures are needed to mitigate a hazard.
79	How will the proposed proportionate management approach make a difference in terms of existing practice?	
80	Should the proposed NPS-NH direct local authorities to use the best available information in planning and resource consent decision-making?	HDC support the concept of using best available information in planning and resource consent making. However, HDC are concerned that the term 'best available information' is unclear and subjective. Many factors will determine which information is the 'best available', including the purpose the information was produced for, the expertise and experience of the author, the robustness of assumptions, the recency of the information and more. The NPS-NH needs to include direction on this. The wording of P6 directs local authorities to continue risk assessment processes when information is uncertain or incomplete. Aside from the significant impact this will have on local authorities from a liability, resourcing, and skills perspective, it does not provide enough guidance on when local authorities are required to rely on existing information (which may then lead to proposals being declined due to insufficient information and/or potential for significant natural hazard risk – s104 and s 106 matters) and when they should seek additional information through planning processes (e.g. s92 requests). There is a risk of perverse outcomes arising from this policy.
81	What challenges, if any, would this approach generate?	As detailed above, the approach detailed in P5 may have the following challenges: 1. Councils, developers, government do not prepare or source better information often enough, leading to ongoing risk to new development from natural hazards; 2. Risk and liability to Councils, rather than to developers, from proceeding in the absence of good enough information;

		3. Development proposals being declined, rather than be the subject of further information requests.
82	What additional support or guidance is needed to implement the proposed NPS-NH?	1. Minimum levels of qualification and experience for those providing natural hazard information/reporting; 2. An appropriate course of action if there are diverging opinions between experts; 3. Guidance of what is "best available information"; 4. Redraft the objective to clearly articulate the intended outcome; 5. Better defined objectives and policies to clearly state the expected outcomes and action pathways, including appropriate courses of action when a risk is significant; 6. Support to Councils on implementation, including for obtaining good hazard information.
HDC wish to restate the comment we made in the opening statement of our submission, as we consider it a significant drafting error: *Many of the objectives and policies use the term "local authorities" rather than the more general term "decision-maker". This is inconsistent with the rest of the national direction package. HDC question how the NPS-NH is intended to apply to planning decisions that are not made by local authorities (e.g. ones made by the Expert Consenting Panels or the Environment Court) and request that the term "local authorities" be replaced by "decision-makers" as appropriate throughout.*		

4 Implementation Questions		
Question raised in the discussion document		**HDC View / Decision Requested**
84	Does 'as soon as practicable' provide enough flexibility for implementing this suite of new national policy statements and amendments?	'As soon as practicable' will vary Council to Council, based on capacity and inhouse expertise. Support from Government will be needed to ensure timely and consistent implementation across the country.
85	Is providing a maximum time period for plan changes to fully implement national policy statements to be notified sufficient? a. If not, what would be better, and why? b. If yes, what time period would be reasonable (e.g. five years), and why?	Given Minister Bishop's announcement about plan changes, HDC have no comment on this.

86	Is it reasonable to require all plan changes to fully implement a national policy statement before or at plan review?	Given Minister Bishop's announcement about plan changes, HDC have no comment on this.
87	Are there other statutory or non-statutory implementation provisions that should be considered?	HDC urge a whole of system approach – there are many matters that contribute to the cost and complexity of consenting infrastructure and development that are unrelated to plan provisions. This includes land acquisition, access to finance, material costs, and supply chains to name a few. The national direction package is unlikely to address these by either statutory or non-statutory means.

HDC Comments on Discussion Document Package 2: Primary Sector

2.4 National Policy Statement – Highly Productive Land		
Question raised in the discussion document		**HDC View / Decision Requested**
25	Should LUC 3 land be exempt from NPS-HPL restrictions on urban development (leaving LUC 3 land still protected from rural lifestyle development) or, should the restrictions be removed for both urban development and rural lifestyle development?	HDC support the removal of LUC 3 from the NPS-HPL. The reasons for this are highlighted in the comments we made above in our opening statements and in our previous submissions on the NPS-HPL. We support removal for both urban development and rural lifestyle but would also support this being left open for Councils to determine for themselves. HDC note that removal of LUC 3 from the NPS-HPL likely does not mean the flood gates will be opened in terms of subdivision on LUC 3 – most Councils already have subdivision rules to appropriately manage rural subdivision, and these will remain in play.
26	If the proposal was to exempt LUC 3 land from NPS-HPL restrictions for urban development only, would it be better for this to be for local authority led urban rezoning only, or should restrictions also be removed for private plan changes to rezone LUC 3 land for urban development?	HDC are open to either option. However, from a fairness perspective HDC consider the same policy framework should apply to both Councils and private developers – HDC note that the RMA has not typically been concerned with who is advancing proposal, rather it has been focused on the merits of any particular proposal (including its environmental effects and alignment with RMA policy).

27	If LUC 3 land were to be removed from the criteria for mapping HPL, what, other consequential amendments will be needed? For example, would it be necessary to: a. amend 'large and geographically cohesive' in clause 3.4(5)(b) b. amend whether small and discrete areas of LUC 3 land should be included in HPL mapping clauses 3.4(5)(c) and (d) c. amend requirements for mapping scale and use of site-specific assessments in clause 3.4(5)(a), and amend definition of LUC 1, 2 or 3 land d. remove discretion for councils to map additional land under clause 3.4(3). e. use more detailed information about LUC data to better define HPL through more detailed mapping, including farm scale and/or more detailed analysis of LUC units and sub-classes.	The nature of consequential changes required will depend on whether LUC 3 is removed entirely, or whether restrictions on lifestyle blocks are proposed to be retained. HDC would welcome the opportunity to be involved in this work.
28	Given some areas important for foods and fibre production such as Pukekohe and Horowhenua may be compromised by the removal of LUC land, should additional criteria for mapping HPL be considered as part of these amendments?	As detailed in our opening statement, we strongly oppose the proposal to identify Horowhenua as an SAA in the NPS. As identified, this approach will not offer the protection to vegetable farming in Horowhenua is intended to. However, HDC are aware of food production areas around the country that are not LUC 1 and 2, but are worthy of protection. As such, HDC considers the NPS could be strengthened by creating clear pathways for SAAs to be identified through local planning processes.
29	If so, what additional criteria could be used to ensure areas important for food and fibre production are still protected by NPS-HPL?	As previously indicated, HDC support the concept of SAAs but only where these are determined by local processes. HDC support the inclusion of criteria in the NPS to support this – but it will be critical these are set to provide the right balance of specificity and flexibility. HDC are happy to be involved in this process, but also urge the Ministry engage with Councils who have unique growing areas to get their input. Some key elements for consideration include, but are not limited to: - The uniqueness/finite nature of the growing area;

		- The extent to which it is under threat from other land uses; - The contribution the area makes to local, regional, or national food security;
30	What is the appropriate process for identifying special agricultural areas? Should this process be led by local government or central government?	HDC is strongly of the view that the process should be primarily local government led. SAAs should be identified through local planning process that involve collaboration between regional councils, territorial authorities, iwi, and primary industry representatives. This should occur via a typical plan changes process.
31	What are the key considerations for the interaction of special agriculture areas with other national direction – for example, national direction for freshwater?	Freshwater and Urban Development.
32	Should timeframes for local authorities to map highly productive land in regional policy statements be extended based on revised criteria? Alternatively, should the mapping of HPL under the RMA be suspended to provide time for a longer-term solution to managing highly productive land to be developed in the replacement resource management system?	Given Minister Bishop's announcement regarding plan changes, this question is likely redundant. However, for the avoidance of doubt HDC support an extension in timeframes to allow for the proposed changes to be decided upon. That said, HDC note the interim definition of HPL is a blunt tool which has created uncertainty for landowners. The removal of LUC 3 may go some way to lessening the impact of this – but HDC request that consideration be given to providing more direction about the circumstances in which existing land fragmentation can be considered a long-term constraint for the purposes of Clause 3.10.
General Comments Given the NPS-HPL is very directive and that the interim definition of highly productive land is very blunt, the NPS is effectively preventing rural subdivision on any LUC 1, 2, and 3 regardless of whether the land is productive or not. This is because the bar for proving the matters in 3.10 is very high, resulting in high cost and high risk. Additionally, there has been insufficient guidance provided to Councils on what a 'good' assessment of 3.10 matters should include. Given the proposed changes and the proposed extension to the timeframe for completing the mapping work will extend this period of uncertainty, HDC request that consideration be given to providing more direction on how to determine whether the matters in 3.10 are met, including the circumstances in which existing land fragmentation can be considered a long-term constraint. This would go some way to addressing some of the implementation we have faced (and which we understand other Councils have faced).		

2 Implementation of primary sector instruments		
Question raised in the discussion document		**HDC View / Decision Requested**
37	Does "as soon as practicable" provide enough	'As soon as practicable' will vary Council to Council, based on capacity and inhouse expertise. Support

	flexibility for implementing this suite of new national policy statements and amendments?	from Government will be needed to ensure timely and consistent implementation across the country.
38	Is providing a maximum time period for plan changes to fully implement national policy statements to be notified sufficient? a. a. If not, what would be better, and why? b. b. If yes, what time period would be reasonable (eg, five years), and why?	Given Minister Bishop's announcement about plan changes, HDC have no comment on this.
39	Is it reasonable to require all plan changes to fully implement a national policy statement before or at plan review?	Given Minister Bishop's announcement about plan changes, HDC have no comment on this.
40	Are there other statutory or non-statutory implementation provisions that should be considered?	HDC urge a whole of system approach – there are many matters that contribute to the cost and complexity of consenting infrastructure and development outside of plan provisions. This includes land acquisition, supply chains, access to finance, material costs, and supply chains to name a few. The national direction package is unlikely to address these by either statutory or non-statutory means.

HDC Comments on Discussion Document Package 3: Freshwater

I.	Options for changing national direction for freshwater	
Question raised in the discussion document		**HDC View / Decision Requested**
1	What resource management changes should be made in the current system under the RMA (to have immediate impact now) or in the future system (to have impact longer term)? From the topics in this discussion document, which elements should lead to changes in the current system or the future system, and why?	HDC request that system review delivers better alignment between national priorities, proper resourcing, and be grounded in a strong evidence base.

II.	Rebalancing freshwater management through multiple objectives	
Question raised in the discussion document		**HDC View / Decision Requested**
2	Would a rebalanced objective on freshwater management give councils more flexibility to provide for various outcomes that are important to the community? How can the NPS-FM ensure freshwater management objectives match community aspirations?	HDC's preference is that the hierarchy of obligations remain, as we are of the view that unhealthy waterways cannot support healthy communities or economies. However, if the Government's favoured approach is to rebalance the objectives to have an equal weighting, we request that these be underpinned by strong environmental bottom lines.

III.	Enabling commercial vegetable growing	
Question raised in the discussion document		**HDC View / Decision Requested**

14	What are the pros and cons of making commercial vegetable production a permitted activity?	This approach will provide a clearer consenting pathway. However, it also has the effective of elevating one primary production activity over others. HDC also note that, depending on standards, this approach could lead to worsening water quality outcomes. HDC note that there is wide variability in catchments and that drafting appropriate standards at the national level may therefore be challenging.

IV. Addressing water security and water storage

HDC are currently in the process of seeking the necessary RMA approvals to advance a water storage project to support the Levin water supply. This involves a Notice of Requirement for the storage facility and associated regional consents, including water take and earthworks.

The proposed NES-Water Storage may have partly assisted this project in that it may have taken away the need to designate the site and obtain earthworks consents, but all other consenting aspects, including the water take which is the most significant part of the proposal, would still have been required. It is possible that knowing that the construction would be permitted would have allowed us to focus solely on the water right / impacts on the river/awa for the consenting phase. HDC support the ongoing need for water takes to require consent, as it is critically important to ensure water resources are managed sustainably, so we make these comments simply to highlight that the NES-Water Storage may not have the enabling impact it is designed to have. This highlights that it is not so much RMA process that complicates water projects, as it is the complexity of the environment itself.

In terms of other comments, HDC note there does not seem to be a scale limit, meaning any size reservoir would be permitted. This may not be appropriate – particularly in sensitive landscapes. In general, the standards seem to cover the right matters, but the adequacy will be in the detail which is still to come. For example:

- Site selection standards that the land is not contaminated, or the proposal does not affect a wetland, or that vegetation clearance is not 'ecologically significant'. However, HDC question who makes this determination.
- There is a requirement to have controls to prevent sediment entering waterways. Ideally this would be a requirement for an Erosion and Sediment Control Plan ESCP), particularly if over a certain area of earthworks, and the ESCP to be certified.
- The standard requires regional councils to be notified no less than two weeks prior to construction commencing. HDC consider this to be too late to be checking if site selection criteria / design standards are met given that significant money may have been spent to that point, and contracts let for construction.
- It will be important to provide good implementation guidance to make people aware of other regulatory processes, such as building consent requirements.

To conclude, HDC restate our appreciation of the opportunity to provide feedback on this important work. We would welcome the opportunity to be involved in any workshops or hui or to assist in any drafting work. We will also do our best to provide any additional evidence to support robust decision making.

We would welcome the opportunity to speak to our submission and again offer to host any Ministers interested in seeing how the Horowhenua operates, how it is growing, and what we are planning.

Ngā mihi nui,



Bernie Wanden
District Mayor

15th August 2025

National Direction Consultation
Ministry for the Environment
P O Box 10362
Wellington 6143

Lodged via: Ministry for the Environment - Citizen Space

Submission from the Horowhenua District Council on "Going for Housing Growth"

The Horowhenua District Council (HDC) appreciates the opportunity to make a submission on the Going for Housing Growth (GFHG) discussion document.

General Comments

HDC support the Government's intent to address barriers in the current New Zealand/Aotearoa planning system to better support well-functioning urban and rural environments for current and future generations. In our view, Councils are uniquely placed to respond to and enable growth – we see first-hand the impact that insufficient growth planning has on communities, the natural environment, rates affordability and more. Despite a strong desire to plan for and enable growth, Councils have not had the tools necessary to do this well as we would like – compared with many other OECD countries we have fewer financial levers to fairly apportion the costs of growth, less funding from higher levels of government, and a more litigious planning system. HDC are of the view that a whole of system review is required.

The Horowhenua population is growing – and growing quickly. We expect our population to grow by 1.5% per annum until 2030 and 2.1% per annum from 2030 until 2044. We are the 10th fastest growing District in Aotearoa/New Zealand and the fastest growing in the lower North Island. In terms of number of additional residents (not just percentage growth), we have seen more growth than any other District in the Wellington-Wairarapa-Kāpiti region in recent years.

HDC takes its growth planning obligations seriously – despite being classified as a Tier 3 authority under the National Policy Statement for Urban Development (NPS-UD), we have joined the Wellington Regional Leadership Committee and participated in their work, including their Future Development Strategy. We have also prepared our own Growth Strategy, have rezoned 420ha of residential land (zoning operative in 2024), and are in the process of rezoning another 22ha of residential land – combined, these two rezonings will plan-enable over 4,000 homes.

Despite a willingness to plan for growth, taking steps to plan-enable development, and high demand for housing, we have not seen corresponding significant uptick in subdivision and construction activity (although consenting and construction activity remains relatively high when looking back over the longer term). This suggests that the barriers to getting houses on the ground goes beyond District Plan zoning and Resource Management processes.

A key focus of the GFHG document seems to be on increasing land supply (particularly Pillar 1 of GFHG). However, HDC's observations are that this is not the sole issue. While we acknowledge that Pillar 1 is focused on removing regulatory barriers (as opposed to infrastructure funding/financing and incentives to cover growth covered by Pillars 2 and 3), HDC are of the view that the planning/regulatory barriers to growth extend beyond just land supply. These include:

- A system focused on managing adverse effects, rather than encouraging positive outcomes;

- A system that makes it difficult to require developers to demonstrate forward planning of future development stages and passes the cost of doing so on to Councils who are facing affordability challenges;
- A litigious planning system that makes it difficult to respond to emerging trends and challenges;
- A system with conflicting national direction and unclear priorities for the urban environment.

As a Tier 3 authority experiencing high growth, HDC acknowledge that our experiences and challenges are likely unique. As such, we have grouped our responses to the questions contained within the Discussion Document by theme and contributed where we have experience.

How can the new Resource Management System enable good housing and urban outcomes?

Spatial Planning and General System Design

The system needs the right tools, the right level of direction, and the right balance of local decision making. National direction needs to be consistent and should provide stability, rather than uncertainty, in the planning system. The current system has been plagued by conflicting priorities, with decisions made without sufficient local input, leaving Councils to try and reconcile clashes – most recently, the review of existing National Direction (specifically Package 2) proposed to classify Horowhenua as a Special Agricultural Area, without seeking local input around our growth and associated land use planning, which could make it more challenging for us to achieve the outcomes sought by the GFHG discussion document.

HDC supports mandatory spatial planning as a tool for enabling good housing and urban development. However, HDC are of the view that successful spatial planning will depend on the process and structures put in place to prepare and implement said plans. HDC question how regional spatial planning will operate effectively under the current structure of local government and would need more detail about this to form a firm view on the proposal. While there is a strong logical basis for spatial planning at a regional level, it is important that local governance has a role in key decisions, particularly those that require balancing of strategic trade-offs with region-wide equitable outcomes.

HDC consider it important that spatial plans recognise that people do not live by Council boundaries. Adjoining spatial plans should consider how they could impact and influence each other. In HDCs case, we are part of the Horizons Region, so would anticipate we would be part of the Manawatū-Whanganui Spatial Plan. However, investment in transport infrastructure like Ō2NL and rail upgrades to the south, as well as the nature of where and how people live, work, and move around our District and surrounds mean we have a close relationship with the Wellington Councils. A lot of our growth is coming from the south and we are part of the solution to Wellington's housing and business land shortages. For this reason, we have chosen to be part of the Wellington Regional Leadership Committee and participate in their work. We request that any mandatory spatial planning requirements encourage arrangements like this to continue.

Spatial plans should set clear outcome-based direction, but allow flexibility in timing and delivery to reflect local circumstances. It should require all infrastructure providers (including social infrastructure) to be involved and needs to impose some level of obligation on said providers to deliver the infrastructure needed to support the outcomes identified by the spatial plan.

Spatial plans should capitalise on the good work Councils have already done, be this Future Development Strategies, Growth Strategies, or other conceptual and spatial planning work. While HDC support a level of standardisation for spatial plans, it is important there is the ability to adapt to local context, including local preferences of today while also protecting long term future needs. HDC are

open to exploring tools such as minimum density requires in key identified development areas, as this would enable more effective infrastructure planning. HDC do recognise this would need to be balanced alongside numerous other factors.

Good spatial plans will require robust assumptions, grounded in an understanding of constraints and opportunities – including infrastructure capacity and natural hazard risk. HDC support spatial planning legislation specifying a minimum level of information about infrastructure and hazard risk, but note there is significant variation across the country in respect of this information. Therefore, HDC seek government support in assisting Councils to reach the baseline needed to meet any specified requirements.

In terms of the system more generally, HDC note the GFHG discussion document focuses heavily on housing demand and supply. While this is important, it is also important that the new system acknowledges environmental context too. Addressing regulatory barriers is just one component of unlocking growth – real world constraints such as natural hazard risk, infrastructure capacity, and natural environmental values are all contributors irrespective of legislation. If the new system focuses too heavily on de-regulating the planning system and not enough on addressing other constraints there is a risk that best efforts will be ineffective, including a risk of giving false impressions about development capacity.

HDC seek that plan-making processes under the new system be more efficient and outcome focused – in particular, that legislation should enable a more streamlined planning process that maintains robust public and affected party input and hearing process, but with limits on the extent to which the decisions of hearing panels and/or Council can be appealed through the Courts. Unrestricted merit-based appeals of decisions under the current system can result in extensive delays and cost. In our own experience, we have seen relatively focused appeals to the Environment Court take as long to resolve (via mediation) than the rest of the plan change process combined. To address this, HDC seek that the new system includes a form of 'gateway' test for any appeals to the Environment Court.

In terms of enabling a responsive planning system that still supports good long-term outcomes, an approach could be to introduce a clear hierarchy of priority for urban planning, with the amount of control and regulation to vary dependant on the amount of priority – for example:

- **Bottom tier (most important, most control)** – fundamental needs and structural elements at a town or neighbourhood scale – sufficient supply of housing and business land, aligned with infrastructure planning to support, good transport links, provision to meet recreation needs, and protection from natural hazards.
- **Middle tier (important, medium control)** – important, fixed elements at a development or site scale, such as Crime Prevention through Environment Design, principles, development layout, solar access, and protection of high-value heritage and landscapes.
- **Top tier (aspects of development that are easily changed, less control)** – flexible, subjective elements such as landscaping and certain design features, which can be adjusted or added over time to meet the preferences of the resident/owner.

Lastly in respect of general system design comments, HDC note that New Zealand's planning toolkit is narrower than in comparable countries such as Australia, Canada, the USA, and the UK. New Zealand Councils have fewer funding sources from higher levels of government, fewer cost-recovery tools, and a more litigious planning system. While some of these matters sit within other pillars of reform, they are critical to consider alongside the easing of regulatory restrictions. HDC request that Government explore an expanded range of tools including:

- Exploring pathways for Councils to capture the value uplift resulting from rezoning land and installing infrastructure;
- More tools to address land banking;
- More extensive funding arrangements for infrastructure; and
- Direction on the use of voluntary cost-sharing and planning agreements.

Release of Land

HDC support dedicated, streamlined processes to 'live zone' development areas identified in spatial plans. Once an area has been identified for development in a Spatial Plan (assuming these are prepared using public processes) has been confirmed, this should not then be re-litigated (unless significant new information arises). However, it is important to recognise that differing levels of information about a development area will be available at the spatial planning stage – influencing the certainty over subsequent processes to live zone.

If enough information about matters such as hazards, infrastructure, water, wāhi tapu, biodiversity is available at the spatial planning stage to allow structure planning (or similar) to occur, then live zoning could occur through the inclusion of infrastructure triggers in the planning document which, when met, result in an automatic live zoning.

For areas identified in a spatial plan where no structure planning has taken place, this work should be completed before any deferral is lifted, but in a targeted way involving landowners, iwi, key stakeholders, and infrastructure providers. The system should also limit land fragmentation and activities that would hinder the intended form of development.

HDC support the ability to live zone out of sequence development provided the developer meets the infrastructure costs or an alternate funding arrangement is reached. This needs to include consideration of who pays the difference when infrastructure is upsized to account for future development – the Council is expected to cover this cost, then they need to be resourced to do this and have tools to recover said cost in a timely way to avoid expenses being passed on to ratepayers.

Rural-Urban Boundaries

HDC do not have firm view on the use of or the proposed prohibition of Rural-Urban boundaries. While we do not utilise these in our planning documents, we recognise there are instances where their use may be appropriate, such as to align with other resource management priorities (such as protecting highly productive land) or to enable efficient infrastructure planning.

Business Land

HDC support retaining similar requirements to the NPS-UD in respect of planning for business land needs. Having the right business land, in the right place is critical for well-functioning urban environments. Compared with housing, there may be an even greater need for regional co-ordination in the provision of business land due to the varied nature and scale of land requirements and the often more specific infrastructure needs, emphasising the need for this to be a key feature of regional spatial planning. The new system should provide guidance on tools and mechanisms to ensure land identified for business growth is retained for this purpose (not pressured to be released for 'easier' development propositions such as housing).

How can market indicators and projections support good planning?

Use Housing Targets and Zoned Land Supply

In general, HDC support the use of housing targets but encourage the Government to acknowledge the barriers Council face in meeting housing targets (e.g. infrastructure capacity) and provide support to address these barriers, such as funding and an improved range of tools to recoup the costs of

infrastructure and rezoning processes. HDC are of the view that Councils are rarely unwilling to provide enough zoned serviced land to meet housing targets and that this is more often driven by a lack of appropriate tools. Increasing requirements to project housing demand (and then monitoring this) will be ineffective in the 'tool gap' is not addressed. HDC support a standardised methodology for calculating this, so long as there is flexibility to depart from the approach if there is good reason.

HDC question whether the proposed requirement to zone a least 30 years of supply will be effective. This seems to be grounded in the perception that zoning is lagging behind infrastructure. HDCs experience is that it is more often the reverse.

HDC also highlight the need to ensure that housing targets are set based on long term trends, not short term 'blips' to ensure robust long-term planning and avoid 'over corrections' in either direction (e.g. reducing or increasing supply too significantly).

Responsive Planning & Responding to Pricing Indicators

HDC have mixed views on whether planning decisions be responsive to price indicator such as urban fringe land price differentials, price-cost ratios and land ownership concentration.

In theory, this may create a more competitive land market – but planning decisions also need to consider other factors that constrain development including the ability to fund infrastructure, the land itself (e.g. hazards, environmental factors, topography). Clear direction would be needed as to where pricing indicators fit in the overall hierarchy of consideration factors, alongside the affordability to Council of responding to pricing indicators.

HDC note the GFHG discussion document focuses heavily on Councils. However, Councils are only one player in the supply of housing – private developers, non-Council infrastructure providers, and central government all play very significant roles. A system that does not consider roles and responsibilities of all players will be incomplete and ineffective. This requires careful consideration and clear direction on the fundamental role of Council in growth planning – including whether the priority is to ensure good outcomes for current and future outcomes, with delivery left to the open market and to what extent it is Council's role to provide developers with confidence and certainty through its spatial and infrastructure planning processes.

Planning and Delivering Infrastructure

Infrastructure Requirements and Infrastructure Capacity

HDC has reservations about the system requiring Councils to fund more infrastructure than is needed, due concerns about the affordability of this and the resulting impact on ratepayers.

We support better guidance in legislation about the minimum levels of assessment needed to calculate infrastructure capacity. However, we would not support a high level of prescription given the variability in the quality of information Councils hold. We note that demonstrating infrastructure capacity at a neighbourhood level (suburb or smaller) is often not feasible before a development proposal is presented to a council.

Māori Land Development and Role for Māori in the new system

Te Ture Whenua Act

HDC note Māori land faces significant constraints to being developed and request that the Te Ture Whenua Act be reviewed alongside the resource management system redesign to remove unnecessary barriers to developing Māori land and ensure equitable opportunities for these land owners.

Role for Māori in new system

So far, there has been limited detail about the Government's plan for the role for Māori in the new system, but HDC emphasise the need to ensure this is robust and meaningful, including for pre-settlement iwi.

Other

Mixed Use Development

HDC support mixed use development. When it is well designed, it can support walkability, neighbourhood vibrancy, and Crime Prevention through Environmental Design. As such, HDC support planning tools that encourage and enable this. However, careful consideration will need to be given as to how to enable mixed use development in a way that manages interface effects and protects the vibrancy of town cores. Guidance may also be needed on how to calculate both residential and business development capacity in mixed use contexts.

Externalities

HDC have some concern about the focus of the new system on managing 'externalities' only – particularly in the context of housing, and when considered alongside the proposed changes to the building consent process. Given the link between housing quality and wellbeing metrics, it is imperative that basic liveability standards are met. HDC request the new system include tools to ensure that all new developments are designed and constructed in a way that that supports the health and wellbeing of future residents to ensure equitable outcomes, particularly for those who do not have the means to exercise choice over living options.

Normal vs Accelerated Growth

HDC question whether the current 'Tiered' system under the NPS-UD should be replaced (or amended) by a system that distinguishes between Districts/Regions that are experiencing 'normal' growth and those experiencing 'accelerated' growth – with those experiencing accelerated growth supported by more tools, implementation support, and funding. The current tier system seems to be based upon both growth and existing size of the urban settlement – resulting in councils such as Horowhenua that are experiencing high growth at a district level, but have low existing population being categorised in a way that does not accurately reflect growth pressures. While this is beneficial in some ways, as smaller Councils do not have the resources or capacity to implement the Tier 1 NPS-UD requirements, if system redesign wants to truly enable a better supply of housing and business land, targeted support based on need would be beneficial. Provincial New Zealand, particularly places such as Horowhenua that are near major urban centres, can play a key role in addressing the nation's housing and business land needs and should be viewed as an opportunity and supported accordingly.

Summary

HDC restate our appreciation of the opportunity to provide feedback on the GFGH discussion document and would welcome the opportunity to be involved in any further consultation.

Ngā mihi nui,



Bernie Wanden, JP

District Mayor

25 August 2025

Committee Secretariat
Governance and Administration Committee
Parliament Buildings
Wellington

Dear Members of the Governance and Administration Committee,

Horowhenua District Council submission on the Local Government (System Improvements) Amendment Bill

Horowhenua District Council (Council) thanks the Committee for the opportunity to submit on the Local Government (System Improvements) Amendment Bill (the Bill).

Council supports the broad objective of the Bill, of reducing rates to take pressure off Council's communities. Provision of functions and services to our community and the cost of those to our ratepayers are always front of mind. Our current Long Term Plan 2024-2044 led to service reductions and internal cost reductions as we sought to lessen the rates increase needed to meet external costs such as power, insurance, interest rates, and to provide our basics for a growing population. We made further decisions to reduce the rates increase for the 2025/26 year to below that forecast. Over 85% of the rates increase this year can be attributed to the rising cost of water services.

We know times remain difficult for our community and serving and planning for their current and future needs remains our focus.

While broadly supportive of the objective of the Bill, Council recommends a number of amendments to clarify and enhance the operation of the legislation when passed (attached) and urges the Select Committee to ensure definitions are tested, to ensure the avoidance of unintended consequences.

Council does not wish to speak in support of this submission, but as included next page, we would request that, at the right time, councils and our representative organisations are included in development of the Code of Conduct and Standing Orders so that lived experience is included in their formulation to ensure the documents, and practices they enable, deliver on the objectives in the Bill.

Yours sincerely,



Monique Davidson
Chief Executive

Horowhenua District Council recommended amendments to the Local Government (System Improvements) Amendment Bill

1. Definitions

While the objective of the Bill is clear, clearer definition of terms within the Bill is key to giving councils clarity about the parameters they work within, particularly when we account for the cumulative impact of successive reform programmes. By way of example, the terms used in subsection 11A (e) could be usefully further defined to ensure that the intended scope and any intended constraints are clear and removes ambiguity or scope for unintended consequences or legal challenges.

Recommendations:

- Section 11A:
  - Provide further definitions of terms used in subsection 11A (e) to ensure that the intended scope and any intended constraints are clear.
  - Amend this section to include provision of regulatory activities under other enactments and provision of any other service or activity as authorised by the Minister (as *underlined* below*)* :

    Section 11A (1) The following services are the core services of a local authority:
    (a) network infrastructure:
    (b) public transport services:
    (c) waste management:
    (d) civil defence emergency management:
    (e) libraries, museums, reserves, and other recreational facilities;
    (f) provision of regulatory activities under this Act and other enactments:
    (g) provision of any other service or activity as authorised by the Minister.

New subsection (f) is recommended to capture the performance of regulatory functions identified in new section 10(b).

New subsection (g) is recommended to enable provision of services or activities where the Minister directs it to be necessary and where an essential service could not be provided by Government or other organisation or body if council(s) were to withdraw.

Council recommends an approval process be established, including provision of a business case to the Minister.

2. Code of Conduct and Standing Orders

Council supports the objective of using the uniformity of a nationwide Code of Conduct and a single set of Standing Orders to ensure standards of conduct are high and to give the public clear expectations of how their council meetings and workshops procedures. However, Council also supports Local Government New Zealand's (LGNZ) submission that there is a need for some flexibility to reflect local circumstances in these.

> **LGNZ:** *"We caution against preparing a single uniform code of conduct without there being any potential for adjustment and flexibility to reflect the particular governance arrangements of local authorities (ie not all councils will operate the same, or can be expected to do so). The Bill expects the code of conduct to be adopted and complied with by all elected members, which should be the case, but with some discretion to adopt modified provisions where they are appropriate."*

Recommendation: That the Bill is amended to include LGNZ's recommendation that there be provision included that with a 75% voting threshold requirement changes to the uniform standing orders can be made.

Recommendation: Council recommends that the agreed Code of Conduct include a range of choices within it, but all consistent with the approach of transparency and accountability. For example, councils choosing whether or not the Mayor has a casting vote.

Recommendation: That Councils have the ability to add or amplify the Standing Orders *if* the additions are consistent with the agreed approach.

Recommendation: Council recommends that the Secretary of Local Government's development of the Code of Conduct and Standing Orders include engagement with Councils and Elected Members to include feedback/lessons/experience of those with lived experience to ensure the documents deliver on the objectives in the Bill.

3. Regulatory Relief

Council is broadly in support of the regulatory relief measures to reduce costs, such as removal of the section 17A service reviews.

Recommendation: That, in addition to the regulatory relief in the Bill, the most significant impact would be delivered by reducing the audit requirements of councils in Long Term Planning and Annual Reporting. These are unnecessarily costly for the value added, and they are paid for by rates – by our ratepayers. This should not be necessary where council's planning and reporting have proven to be robust and transparent. The changes to reporting and benchmark in this Bill further increase the transparency and the ability of the public and others to scrutinise council's actions and activities to give them the assurance needed about planning and expenditure.

4. One part of the picture

Council recognises that the Bill is one part of the picture, that not only is there significant reform across a number of areas, but that the significant pieces, of Rates Capping detail and other financial tools is still to come. Without those, councils cannot move ahead with the required clarity or certainty.

Recommendation: To provide a clear picture for our ratepayers and our ability to plan, we urge the Government to have, with urgency, the conversation about the bigger picture for local government financial sustainability.

Recommendation: That implementation timings and transitions for this Bill, Rates Capping and introduction of new financial tools be aligned to enable councils to:

- Progress through our Long Term (LTP) and Annual planning and reporting cycles with the most clarity and least disruption for our ratepayers.

  The introduction of rates capping outside an LTP cycle means councils would incur added costs of having LTPA and LTP s in successive years, adding additional cost to Councils, ratepayers and stretching the country's audit resource.

- Provide clarity about provision of current services and clear pathways for councils to change direction where needed – without increasing the risk of litigation or being charged penalties for complying with the Government's legislative direction.

This is recommended to address the concern raised by some of our Elected Members that, at this point, the costs and impacts of councils ceasing to provide a service or activity are not known. The Bill is silent on transition mechanisms to enable a smooth change of direction where that may be required. Without that detail there is concern about both the impact on our community and the risk of litigation (and associated costs) for Council.

ENDS

File No.: 25/540

6.2 Te Awahou Foxton Community Board Chairperson's Report

Author(s)	John Girling **Chair, Te Awahou Foxton Community Board | Heamana**
Approved by	John Girling **Chair, Te Awahou Foxton Community Board | Heamana**

TE PŪTAKE | PURPOSE

1. This report presents the Chairperson's report from Te Awahou Foxton Community Board

NGĀ TAUNAKITANGA | RECOMMENDATION

A. That Council receive and note Report 25/540 Te Awahou Foxton Community Board Chairperson's Report.

MATTERS OF INTEREST | NGĀ TAKE HIRAHIRA

2. We are rapidly approaching the end of this local body electoral cycle and are about to join the Campaign trail for the next. I take this opportunity to thank all Board members for their support over the past three years and for the progress we have made as a Board and a region. To the Democracy Team at HDC, who have shown us great support throughout our term, we offer our heartfelt thanks.

3. The progress we have made is rewarding and the benefit gained by the interaction generated with the formation of such groups as the Foxton Climate Resilience Governance Group and the Manawatu Estuary Management Team have demonstrated clearly what progress can be made when all stake holders sit around the table together and work through the challenges. Foxton Futures should be integral to the future development of Foxton and Foxton Beach. It bodes well as there is already much good work being done by the volunteers involved in the various groups.

4. The Foxton Beach Endowment Fund policy development has progressed well and hopefully we will have it fully accepted by the end of our term. Our focus on long term sustainability, intergenerational wellbeing and strong community-hapu partnerships seems to have been fully accepted through consultation with our community.

5. Foxton and Foxton Beach have a plethora of voluntary groups that work diligently for the benefit of various communities in Foxton and Foxton Beach. We, as a Board, have enjoyed our interaction with these various organisations and sincerely hope that Foxton Futures will assist in enabling them to grow for the benefit of all.

6. May we all continue to work together for the benefit of our Community.

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

There are no appendices for this report

File No.: 25/458

7.1 Levin Landfill Closure - Leachate Groundwater Project

Author(s)	Tony Parsons **Principal Project Manager | Tumu Hinonga Mātāmua**
	Rob Benefield **Commercial & Operations Manager | Kaiwhakahaere o ngā Kawenga Mahi**

Approved by	Daniel Haigh **Group Manager Community Infrastructure | Tumu Rangapū, Tūāhanga Hapori**
	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. The purpose of this report is to seek Council endorsement of the Levin Closed Landfill Management Plan (CLMP) that includes direction to further understand and manage effects on the environment including leachate from the Old Levin landfill that closed in 2004. The CLMP reconfirms permanent closure of the Levin Landfill for receipt of municipal waste and will be regularly updated to manage aftercare of the site over the next 30 years.
2. This report also seeks Council endorsement for council officers to continue enhancing the monitoring framework to further validate leachate source, pathway and impact quantification, while broadening research in assessing alternative Best Practicable Options (BPO's) for the on-going management of leachate from the Levin Old Landfill.
3. Also, to seek Council approval to utilise approved funding to continue researching and validating alternate BPO opportunities. Subsequent recommendations and ongoing engagement and direction from the Project Management Group (PMG) and Neighbourhood Liaison Group will be brought back to Council in early 2026. This will include an update on proposals for consenting or delivery of any physical works not currently approved by Elected Members.

This matter relates to Enriching Our Environment

Continue workstreams to enable decision making on Councils role and focus in waste management and miniminsation, including potential future uses of the Levin Landfill site.

This matter relates to Delivering the Long-Term Plan 2024-44

Delivering the Long-Term Plan 2024-44

EXECUTIVE SUMMARY | TE WHAKARĀPOPOTOTANGA MATUA

4. Recent compliance assessments by Horizons Regional Council have identified a significant non-compliance relating to timing and interpretation of BPO implementation options. At the time of writing, Council Officers are engaged with Horizons Compliance Officers on the interpretation and determination of compliance.
5. The 2019 landfill agreement and technical assessments undertaken at the time set out a range of options. One of these options, capping the top of old dump was completed in April 2023. Others have been investigated and remain as future options if determined to be required or feasible to implement.
6. Focus over the last 12 months has been on advancing one option (BPO3), investigations to date have confirmed a number of dependencies, including how the leachate will be treated

once removed from the environment and the detrimental impact that this extraction will have on nearby existing wetlands. An ecological assessment on the impact of existing groundwater leachate was also undertaken. As a result of these assessments there is a need for further research before implementation to understand the extent of any leachate potential impact on the Hokio Steam and alternative options to prevent or mitigate, including capping of the old Landfill to prevent groundwater ingress/leachate generation or onsite treatment of extracted leachate. Wetland improvements in neighbouring land or the wider Hokio Stream catchment are also to be investigated and reported back to Council to confirm commitments for implementation. Further detail on the investigations and challenges is set out in background section of this report including a summary of the budget spent to date. A resolution is sought from Council to broaden the scope of funding allocation for BPO3 to investigate other options that could include additional capping, and or wetland planting/ecological improvements in the Hokio Stream catchment. This will be undertaken alongside input from partners and stakeholders including the Levin Landfill Neighbourhood Liaison Group (NLG) and Project Management Group (PMG).

7. The Closed Landfill Management Plan (CLMP) provides the mechanism for systematically addressing compliance, ensuring that monitoring data, scientific assessments, and stakeholder engagement inform the evaluation of practicable remediation options and support Council's ongoing consent and aftercare obligations in the decades to come.

8. Throughout 2025, the draft CLMP has been through a series of engagements with input from local Iwi/hapū, the PMG and NLG. Endorsement of the CLMP and Council providing certainty that the Landfill will remain closed has been communicated as a priority focus for Ngāti Pareraukawa hapū. The CLMP is a living document for managing the aftercare of this site that will require annual review, endorsement by Council is another step-in providing certainty to partners, stakeholders and the community that the landfill is and will remain closed.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive Report 25/458 Levin Landfill Closure - Leachate Groundwater Project.

B. That Council recognise this matter or decision as not significant in terms of S76 of the Local Government Act.

C. That Council endorses the Levin Closed Landfill Management Plan (CLMP). The CLMP is an aftercare plan, setting out management, maintenance and operation of the Closed Levin Landfill. This is a living document that includes monitoring and proposed operational requirements for Leachate BPO projects that will continue to be developed alongside Iwi partners, owners, PMG and NLG.

D. That Council endorses approach to continue enhancing the monitoring framework related to leachate from the old Levin landfill to inform ongoing analysis and decisions on mitigation requirements to maintain compliance with consent conditions.

E. That Council notes funding to continue researching and validating alternate opportunities including onsite treatment of leachate, additional capping of the Old Levin Landfill or wetland planting will come from the approved existing Best Practicable Option (BPO) funding.

BACKGROUND | HE KŌRERO TŪĀPAPA

Levin Landfill Site

9. The Levin Landfill has operated for over 50 years at the Hokio Beach Road site until it was officially closed by Council on 31 May 2023 (Resolution Number CO/2023/104).

10. The 'Old Dump' portion of the Landfill site, which closed in 2004, is an unlined landfill located on sand dunes. This portion is made up of two areas separated by an access road. Waste

disposed in Area 1 are approximately 20-30m deep and Area 2 is a shallow site with waste up to 5m deep. The top of Area 1, which has been capped on 3 different occasions, with different materials, was capped as part of an identified BPO with compacted clay material in April 2023. The sides are capped with sandy soil and the whole of Area 1 is covered in established grasses and other vegetation. Area 2 has soil cover but no formal capping and is covered in dense growth of pine trees.

11. The 'New Landfill' portion of the site was built in the early 2000's and is a Class I landfill with an impermeable bottom barrier, a leachate collection network, a gas reticulation network, and a flare to burn off methane and hydrogen sulphide.

Levin Closed Landfill Management Plan

12. Under the terms of the Landfill Agreement (LA section 2.5), Horowhenua District Council decided on 31 May 2023 to officially close the Levin Landfill for future disposal of municipal solid waste (i.e. the landfill is closed for the purposes of a Class 1 landfill).

13. The Landfill Agreement requires that a closure and remediation plan be prepared for the Levin Landfill two years prior to the closure date as determined by the process anticipated under the Landfill Agreement. Because of the way the closure decision unfolded, the timing of the preparation of the closure and remediation plan does not align with the programme set out in the Landfill Agreement.

14. However, the scope of the closure and remediation plan is aligned with the Landfill Agreement and includes the concept proposal for the remediation of the Northern Farm Drain (i.e., the Leachate BPO project required under condition 2 of Discharge Permit ATH2002003984.02 (DP 6011), and conditions 14 and 25 of Discharge Permit ATH-2002003983.02 (DP 6010)).

15. The purpose of this Closed Landfill Management Plan (CLMP) is to provide guidance for the management, maintenance and infrastructure operations of the Closed Levin Landfill, including proposed operational requirements for the Leachate BPO projects.

16. The CLMP replaces all existing LMPs for both the unlined and lined areas of the Levin Landfill. The roles and responsibilities of parties who are to implement the protocols set out in this CLMP are stated in section 8.1.3. Note that while this plan has been called the "Closed Landfill Management Plan", it could equally well have been called the "Closed Landfill Aftercare Management Plan".

17. In developing the draft CLMP, officers have sent the draft document out to Iwi/hapū partners and key stakeholders (NLG, PMG, HEKA and other interested parties) on two separate occasions in seeking a CLMP that meets the needs of the community. Equally important officers have run workshops with different audiences during the consultation in seeking feedback and discussing key points of concern or interest. There remains a diverse range of views on the problems and solutions that need to be implemented at the site. Officers will continue to engage and develop evidence base to inform future decisions and focus of the CLMP.

18. Once endorsed the CLMP remains a living document as we continue to work through key deliverables i.e. reviewing the existing consent for the site as a closed landfill, assessing and managing results from the Monitoring Framework, researching and confirming ongoing BPO opportunities, considering future use options for the closed landfill and updating the CLMP to reflect or incorporate any agreed changes through the course of the plans life.

19. The CLMP will be reviewed annually alongside the landfill provision, which is required for annual reporting purposes, and to ensure it remains fit for purpose.

Leachate

20. Landfills generate leachate as the waste material breaks down and through rainwater percolating through the waste body. The contaminants within leachate pose a risk to the environment through surface water and groundwater.

21. Modern landfills, such as the 'New Landfill' site are lined and have leachate collection systems to prevent surface groundwater contamination; however, the Old Dump site is not lined as it was built before these engineering standards were established.

22. Landfills can hold large volumes of leachate, and the environmental effects can differ from site to site depending on how much water the landfill can hold, how quickly it is released to the environment and the sensitivity of the receiving environment. This is important to understand the complexities of having a monitoring framework that ensures the validation of leachate source, pathways and impact quantification.

23. Council is required to comply with the Consent Discharge Permit regulated by Horizons Regional Council. This consent states that Horowhenua District Council must complete an assessment of leachate remediation options and develop a BPO by the end of April 2021. The intention of the assessment was to:

    a. Cease, and if cessation is not feasible, materially reduce the discharge of leachate to the Tatana Dain and Hokio Stream; or
    b. If either of these options in (a) are not feasible then options to offset the effects within the Hokio catchment and if that is not feasible or possible, options to compensate effects within the Hokio catchment of outside of it (either option through an ecological package up to the value of $350k).

24. Council was required to fully implement a selected remediation BPO by June 2023.

25. Horowhenua District Council's ongoing commitment to meet this consent condition, installed the first selected BPO, in recapping the Old Landfill in April 2023. Since the closure of the 'Old Landfill' Horowhenua District Council has capped the Old Landfill on four separate occasions in an effort to limit infiltration of groundwater to materially reduce generation and discharge of leachate.

26. As Horowhenua District Council remains committed to limiting the impacts of leachate from the old landfill on the surrounding environment, Council have approved and continued to explore other BPO opportunities, this will continue as part of the CLMP and aftercare management to ensure ongoing consent compliance

27. The outcome sought from ongoing monitoring of ground water flows and researching interventions is to reduce the impact of leachate on the Hokio Stream. This is supported by the significant investment in continued research and investigation of options, and while the Leachate Extraction Project (BPO3) has been put on hold, this will continue to be considered along with other options as identified below in next steps.

28. BPO 3 involved creation of full trench (200m) and extraction of 360m3/day discharge to sewer. A staged approach to implementation was approved. Stage 1 involved the installation of a 100m length extraction trench. The extraction rate would gradually increase to 220m3/day with the dilute leachate being pumped to the Levin Wastewater Treatment Plant. After 3-4 years of operation the 2nd stage would be added once capacity at the plant was online to treat. This would comprise an additional 100m length of trench. The combined total daily extraction would rise to a maximum of 360m3/day.

29. Funding of $1,997,000 (including contingency) was approved by Council to validate, consent and implement this option.

30. To date $377k of the planned $1.03m for investigation and consenting has been spent as part of the BPO research. This includes wider ecological assessments, concept investigation, design, internal staff costs, engagement and consenting processes.

Subsequent Validation and Research

31. As part of validating, researching and consenting the BPO3 option, investigations and monitoring provided to date show no breaches of the Horizons consent that would indicate toxic effects on the Hokio Stream from groundwater from the Levin Landfill site. These investigations have included:

    - Numerical Groundwater Modelling Report and BPO Engineering Design completed by Earthtech,
    - NIWA Stream Flow Investigation,
    - Ecological Solutions Report on Stream and Wetland Ecology,
    - Horizons Regional Council Assessments, and
    - Stantec Compliance Reports.

Horizons Regional Council: Significant Non-Compliance Notice

32. Horowhenua District Council is required to comply with the conditions in the Closed Landfill Consent issued by Horizons Regional Council.

33. In July 2025, Council received a significant non-compliance notice as part of Horizons 2023/24 Compliance Monitoring Report relating to the Consent Condition specifying Discharge of landfill leachate onto and into land.

34. This non-compliance notice related to:

    - the failure of Council to undertake monitoring and provide monitoring results and reports, and
    - not meeting the timeframe for the installation of the Best Practical Option (BPO) for leachate remediation.

35. Horowhenua District Council is currently appealing this finding and has requested that Horizons Regional Council redact its significant non-compliance finding as the condition associated with the Consent was met by recapping the Old Landfill in April 2023. Equally important is that the monitoring framework has taken place and reports have been provided, this is evidenced by Councils data collection and analysis reports. At times due to the turnover of staff or failed test results a small number of results haven't been logged. This does not constitute a significant non-compliance on its own as monitoring and testing remains in place.

36. HDC remains committed to continue to explore other viable BPO options (and will continue to do so as part of the closed landfill aftercare management to ensure ongoing consent compliance).

Council Meetings and previous direction to note

Council Meeting 24 July 2024 (Public Excluded)

37. At the Council Meeting held on 24 July 2024, Council approved financial delegation to the Chief Executive Officer to fund the investigation, consenting and delivery of BPO 3 up to the value of $1,997,000.

Council Meeting 8 May 2024

38. At the Council Meeting on 8 May 2024, Council approved Best Practical Option 3 – described as 'full trench (200m) 100% extraction (360m3/day) discharge to sewer, with the associated budget for works of $1,997,000.

Council Meeting 14 December 2022

39. At the Council Meeting on 14 December 2022, Council adopted a package of works for the Levin Landfill site that included:

    - Procuring a maintenance contractor to monitor the landfill cap and repair as needed (including repairing seeps as needed) - The initial capping repairs were undertaken in 2023 and ongoing monitoring has been resourced and managed internally.
    - Fund the importation of clay soil, shaping the top of the Old Dump site to stop water ponding, crease ingress and control surface stormwater flows. Re-establish vegetation - Completed in April 2023 to fulfil requirements of BPO implementation by June 2023.
    - Procure specialist assistance to confirm the contamination in the gulley area at borehole C2, scope the required remediation of contaminated land, and undertake remediation - Actioned and ongoing. Early advise from specialist was the catalyst for BPO3 groundwater extraction investigations.
    - Approve a programme of work to assess targeted restoration areas of the Tatana Drain and Hokio Stream by working alongside iwi and willing landowners, develop a restoration programme, secure additional funding and then proceed with appropriate restoration projects – Discussion on this with Iwi/NLG and PMG. Agreement has not been reached with landowners and further discussions on going. Cost to implement this will be brought to Council in early 2026.
    - Authorise Council Officers to undertake scoping activities to determine the cost of adding additional capping to the top and sides of the Old Dump as suitable soil becomes available and ensure that suitable drainage is constructed as capping is applied - The top of old landfill was capped in April 2023. Specialist advice following onsite assessment was that capping of sides provided minimal benefit for the ~$800k investment. There have been renewed requests from members of PMG and NLG to undertake this work. Officers have been working with the O2NL project team to understand any suitable material that could be sourced from this project. At this stage there is unlikely to be suitably compliant material available. Any further imported capping material would need to be purchased from a suitable local quarry source. Officers have committed to a review of the benefits and costs to undertake full or partial capping of the sides and reporting back to NLG, PMG and Council Elected Members in early 2026.

40. Please see the following link for further details: Agenda of Council - Wednesday, 14 December 2022.

ENGAGING WITH MĀORI | TE MAHI TAHI KI TE MĀORI

41. The future of the Levin Landfill site is of particular importance to iwi and hapū in the Hōkio community, particularly Muaūpoko and Ngāti Pareraukawa. Representatives have been regularly engaged with, and Council will continue to engage with iwi and hapū on this matter and future projects that relate to the wider environment.

CLIMATE CHANGE | NGĀ ĀHUARANGI HURIHURI

42. No specific issues in addition to actions covered in the CLMP.

FINANCIAL AND RESOURCING | TE TAHUA PŪTEA ME NGĀ RAUEMI

43. Budgets for this work have been previously approved as part of the landfill provision preparation. This is updated on an annual basis, audited and any funding changes and resulting borrowings and rates requirements are incorporated into the budget for the following years.

LEGAL AND RISK | TE TURE ME NGĀ MŌREAREATANGA

44. Council is required to comply with the Resource Consent administered by Horizons Regional Council and the Landfill Agreement. Relevant details are included in the background section above.

COMMUNICATIONS AND ENGAGEMENT | TE WHAKAWHITI PĀRONGO ME TE MAHI

45. Engagement to date covered in above background section and will continue with a particular focus on Iwi partners/owners and PMG/NLG.

Communicating with our Community | Te Whakawhiti Pārongo ki te Hapori

46. No specific community engagement related to this report.

NEXT STEPS | HEI MAHI

Council Officers will:

47. Finalise and implement the Levin Closed Landfill Management Plan with annual reviews and updates as required.
48. Continue to engage with Horizons Regional Council to address any consent requirements including targeted reporting and remedial action planning if required.
49. Progress further investigation and validation of Best Practicable Options with priority given to assessing the effectiveness, feasibility, and costs of leachate management alternatives.
50. Strengthen the monitoring framework to improve understanding of contaminant sources, migration pathways, and receiving environment effects, with a particular focus on groundwater and the Hōkio Stream.
51. Report back to Council with the findings from the further investigations and monitoring to inform decisions on long-term leachate management and future consenting requirements.
52. Maintain regular engagement with iwi, hapū, and key stakeholders such as the NLG and PMG to ensure that their feedback is incorporated into ongoing site management and remediation activities.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Closed Landfill Management Plan - 2 September 2025	54

Levin Closed Landfill Management Plan

Final Report

Prepared for:
Horowhenua District Council

2 September 2025



Revision Schedule

Revision	Description	Author	Date	Quality and Review	Date
01	Draft	P Landmark	12 Nov 24	K Halder	22 Nov 24
02	Draft for Client	P Landmark	24 Nov 24	K Halder	24 Nov 24
03	2nd Draft for Client	P Landmark	15 Apr 25	K Halder	16 Apr 25
04	3rd Final for Client	P Landmark	14 Jul 2025	K Halder	15 July 25
05	4th Final for Client	P Landmark	22 Aug 2025	K Halder	27 Aug 25
06	5th Final for Client	P Landmark	2 Sept 2025	K Halder	2 Sept 25

Table of Contents

Document Control ..... **vi**
Summary of Document Review ..... **vi**
Acronyms / Abbreviations ..... **vii**
Glossary ..... **viii**
Terms commonly used throughout this Closed Landfill Management Plan ..... **viii**
Definitions ..... **ix**
1 INTRODUCTION & BACKGROUND **1**
1.1 Purpose of this Closed Landfill Management Plan 1
1.2 Status of this Closed Landfill Management Plan 2
1.3 Closed Landfill Management Plan Review 2
1.4 Definition of Remediation 3
1.5 Levin Landfill and Surrounding Features 3

2 RESOURCE CONSENTS, DESIGNATION, LANDFILL AGREEMENT, CLOSURE DECISION, FUTURE ENGAGEMENT AND MĀTAURANGA MĀORI **5**
2.1 Resource Consents 5
2.2 Future Resource Consents 6
2.3 Cross- Reference Resource Consent Conditions with Provisions in the CLMP 6
2.4 Designation 10
2.5 Landfill Agreement 10
2.6 Council Closure Decision 11
2.7 Future Engagement Approach 11
2.8 Incorporating Mātauranga Māori 11
2.8.1 Overview 11
2.8.2 Remediation of People 12

3 BACKGROUND INFORMATION **14**
3.1 Site Location and Ownership 14
3.2 Site History 14
3.3 Archaeological Protocol 15

4 SITE INFRASTRUCTURE DESCRIPTION **16**
4.1 Overview 16
4.2 Landfill Liner 16
4.3 Stormwater 17
4.4 Leachate Collection 18
4.5 Landfill Gas 20
4.6 Biofilter 21
4.7 Buildings and Weighbridge 22
4.8 Access Roads 22
4.9 Signs 22
4.10 Perimeter Fence 22
4.11 Forestry Screen 22
4.12 Landfill Drawings 22

5 CLOSURE AND REINSTATEMENT **23**
5.1 Summary of Landfill Development and Remediation 23
5.2 Old Landfill – Area A1 24
5.3 Old Landfill – Area A2 24
5.4 Lined Landfill – Area A3 25

6 SITE REMEDIATION LEACHATE BPO PROJECT **26**
6.1 Leachate BPO Project Objective 26
6.2 Progress with the Leachate BPO Project 26

Levin Closed Landfill Management Plan
Table of Contents

6.2.1 Progress By Late 2023/Early 2024 26
6.2.2 Progress By July 2024 – What was Known 28
6.2.3 Progress by January 2025 – What Has Been Discovered 28
6.2.4 Progress by August 2025 – What Is Now Known and What Needs to Happen 29
6.2.5 What This All Means for the Leachate BPO Project 30

7 LANDFILL AFTERCARE 32
7.1 Overview 32
7.2 Projected Aftercare Period 32
7.3 Environmental Monitoring 32
7.4 Maintenance 32
7.5 Future End Use 32
7.5.1 Landfill Property 32
7.5.2 Area A1 33
7.5.3 Area A2 33
7.5.4 Area A3 34

8 SITE MAINTENANCE 35
8.1 Appointment of Landfill Engineer 35
8.1.1 Overview 35
8.1.2 Contract Management Structure 35
8.1.3 Roles and Responsibilities 35
8.1.4 Council Landfill Engineer Contact Details 36
8.1.5 Access to Landfill Property 36
8.2 Responsibilities under the Health and Safety at Work Act 2015 (HSWA) 36
8.2.1 Primary Duty of Care 37
8.2.2 Managing Risk 37
8.2.3 Worker Engagement, Participation and Representation 37
8.2.4 Notification 37
8.2.5 First Aid 37
8.2.6 Emergency Plans 38
8.2.7 Working with Other PCBUs 38
8.3 Staff Requirements 39
8.4 Training 39
8.5 Occupational Safety and Health 39
8.6 Other Contractors on Site 40
8.7 General Site Instructions 40
8.8 Relevant Hazard Identification 40

9 SITE MAINTENANCE DETAILS 42
9.1 Maintenance of Buildings and Equipment 42
9.2 Site Roading 42
9.3 Perimeter Fencing 42
9.4 Control of Stormwater 43
9.5 Control of Leachate 43
9.6 Landfill Gas Control 44
9.7 Final Capping and Cover 44
9.8 Forestry Screen 46
9.9 Leachate Best Practicable Option Project 46

10 CONTROL OF NUISANCES 47
10.1 Odour 47
10.2 Litter 47
10.3 Dust 48
10.4 Vermin/Cats 48
10.5 Seagulls 48
10.6 Noxious Plants 48

Levin Closed Landfill Management Plan
Table of Contents

10.7 Leachate Breakout 48
10.8 Land Slips 49

11 ENVIRONMENTAL MONITORING AND REPORTING 50
11.1 Consent Requirements 50
11.2 Consent Review 50
11.3 Annual Environmental Monitoring Report 51
11.4 Other Reporting Requirements and Deadlines 51
11.5 Environmental Monitoring Requirements and Procedures 51
11.6 MfE Guideline – Reduction in Environmental Monitoring Requirements 51

12 SITE RECORDS 52
12.1 Resource Consent Requirements 52
12.2 Recording of Information 52

13 DEALING WITH COMPLAINTS 54
13.1 Why It Matters 54
13.2 Customer Relationship Management (CRM) Application 55
13.3 Complaints Record 55
13.4 Air Quality Complaints 56
13.5 Reporting to HRC 56
13.6 Annual Reporting 56

14 EMERGENCY RESPONSE 57
14.1 Emergency Response Procedures 57
14.2 Quick Reference Guide for Key Emergency Contacts 58
14.3 Fire 58
14.3.1 Fire Contact Details 58
14.3.2 Contingency Plan for Control of Landfill Fires 59
14.4 Landfill Gas 60
14.4.1 Landfill Gas Contacts 60
14.4.2 Contingency Plan for Landfill Gas Problems 60
14.5 Leachate 61
14.5.1 Leachate System Failure 61
14.5.2 Contingency Plan for Leachate System Failure 61
14.6 Stormwater 63
14.6.1 Stormwater System Failure 63
14.6.2 Contingency Plan for Stormwater System Failure 63
14.7 Roading Access 64
14.7.1 Failing of Roading or Access to Landfill 64
14.7.2 Contingency Plan for Failure of Roading/Landfill Access 65
14.8 Earthquake 65

Levin Closed Landfill Management Plan
Table of Contents

List of Tables

Table 1: List of Landfill Management Plans prepared for Levin Landfill 1
Table 2: Schedule of Current Discharge Permits relating to Levin Landfill 5
Table 3: Resource Consent Requirements for the Landfill Management Plan 7
Table 4: Table of Contents from MfE Closed Landfills Guide referenced against Provisions in this CLMP 8
Table 5: Resource Consent Requirements for Closing the Active Landfill 9
Table 6: Property Designation 10
Table 7: Summary of Landfill Development and Remediation 23
Table 8: What WorkSafe expects from PCBUs 39
Table 9: List of Information to be Recorded, Recording Frequency and Format, and Frequency to be Submitted to the Regional Council 52
Table 10: Emergency Contact Matrix 58

List of Figures

Figure 1: Diagram showing how information will be fed into additional amendments of the CLMP. 3
Figure 2: Features of the Levin Landfill and surroundings. 4
Figure 3: Site Location Aerial Photograph (source: GoogleEarth) 14
Figure 4: Aerial photograph showing relevant site infrastructure (credit: Google Earth, 2023) 16
Figure 5: Indicative stormwater flows from landfilled areas. 17
Figure 6: Daily Leachate Volumes (m^3) from July 2023 to June 2024 19
Figure 7: Biofilter structure at the toe of closed landfill Area A3. 21

List of Appendices

Appendix A LANDFILL DRAWINGS
A.1 Closed Landfill Areas Definition Drawings
A.2 General Site Plan
A.3 Leachate Collection Network Drawings
A.4 Leachate Pumping and Irrigation System Drawings
A.5 Closed Landfill Area A3 - Stage 1A Drawings
A.6 Closed Landfill Area A3 - Stage 2 Drawings
A.7 Closed Landfill Area A3 - Stage 3A Drawings
A.8 Closed Landfill Area A3 - Stage 3B Drawings
A.9 Closed Landfill Area A3 - Stage 3C Drawings
A.10 Closed Landfill Area A3 - Landfill Gas Wells and Collection Network
A.11 Closed Landfill Area A2 - 2010 Capping Details
A.12 Closed Landfill Area A2 - 2023 Capping Details
A.13 Closed Landfill Area A2 - Survey Benchmarks and Monitoring
A.14 Closed Landfill Area A3 - Stage 2 Intermediate Capping Drawings
A.15 Closed Landfill Area A3 – Final Capped Contour Levels
A.16 Closed Landfill Areas A1, A2 and A3 – Applied Capping Treatment
A.17 Leachate Best Practicable Option Project Drawings
Appendix B RESOURCE CONSENTS
Appendix C LANDFILL AGREEMENT
Appendix D COUNCIL RESOLUTION TO CLOSE THE LANDFILL
Appendix E MĀTAURANGA MĀORI MATTERS
E.1 Muaūpoko Statement about Hokioi Stream
E.2 Guide for Hohou Rongo Tikanga and Process
Appendix F ARCHAEOLOGICAL PROTOCOL
F.1 Procedure Prior to Vegetation Clearing and Topsoil Stripping
F.2 Procedure for Vegetation Clearing and Topsoil Stripping
F.3 Procedures if an Archaeological Feature is Found
F.4 Location of Archaeological Sites at Levin Landfill Property
F.5 Minimum Standard P45 – Accidental Archaeological Discovery Specification
Appendix G FORESTRY MANAGEMENT PLAN

Levin Closed Landfill Management Plan
Table of Contents

Appendix H LANDFILL AERIAL PHOTOGRAPHS
Appendix I REMEDIATION OF CLOSED LANDFILL AREA A2
Appendix J MAINTENANCE CONTRACT
Appendix K RESPONSIBILITIES UNDER THE HSWA 2015
Appendix L COUNCIL'S (OR CONTRACTOR'S) H&S PLAN
Appendix M COUNCIL'S "PEOPLE SAFETY MONITORING POLICY"
Appendix N OTHER CONTRACTORS WORKING ON SITE
Appendix O SITE HAZARDS
Appendix P ENVIRONMENTAL MONITORING FIELD PROCEDURES
P.1 Introduction
P.2 Health and Safety
P.3 Field Cleaning
P.4 Quality Control
P.4.1 Field Books and Record Sheets
P.4.2 Chain of Custody Records
P.4.3 Quality Assurance / Quality Control (QA/QC) Samples
P.5 Landfill Gas Monitoring Procedure in Bores
P.5.1 Introduction
P.5.2 Pre-sampling
P.5.3 Landfill Gas Sampling
P.5.4 General LFG Analyser Care
P.6 Surface monitoring of landfill gas
P.6.1 Preliminary requirements
P.6.2 Equipment requirements
P.6.3 Calibration procedure
P.6.4 On-site operational procedures
P.6.5 Record keeping
P.6.6 Remediation of areas exceeding trigger levels
P.7 Bore Development
P.8 Groundwater Sampling
P.8.1 Pre-sampling Checks
P.8.2 Purging of Monitoring Bores
P.8.3 Sample Collection
P.9 Surface Water Sampling
P.10 Private Bore Sampling
P.11 General Comments on Sampling
P.12 Soil Sampling
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS
Appendix R MFE GUIDELINE
Appendix S SITE RECORDS AND RECORDING FORMS
Appendix T CUSTOMER SERVICE CHARTER
Appendix U EMERGENCY CONTACTS LIST
Appendix V FEEDBACK RECEIVED ON THE 1ST DRAFT OF THIS CLMP
Appendix W FEEDBACK RECEIVED ON THE 2ND DRAFT OF THIS CLMP

Document Control

Number	Holder of Manuals

Summary of Document Review

Revision No.	Date	Summary of Revisions
1		
2		
3		
4		
5		
6		
7		

Acronyms / Abbreviations

Acronym / Abbreviation	Full Name
AMP	Archaeological Management Plan
BPO	Best Practicable Option
CLMP	Closed Landfill Management Plan
CNLG	Community Neighbourhood Liaison Group
CSC	Customer Services Charter
ESCP	Erosion and Sediment Control Plan
GCL	Geosynthetic clay liner
HAIL	Hazardous and Industries List
HDC	Horowhenua District Council
HDPE	High-density polyethylene
HNZ	Heritage New Zealand
HRC	Horizons Regional Council
HSWA	Health and Safety at Work Act 2015
H&S	Health and safety
ISM	Instantaneous surface monitoring
LA	Landfill Agreement
LBPO	Leachate Best Practicable Option
LF	Landfill
LFG	Landfill gas
LMP	Landfill Management Plan
NES	National Environmental Standard
NES-CS	NES for Assessing and Managing Contaminants in Soil to Protect Human Health
NES-FW	NES for Freshwater
NLG	Neighbourhood Liaison Group
OSH	Occupational Safety and Health
PAC	Poly aluminium chloride
PCBU	Person conducting a business or undertaking
PMG	Project Management Group
ppmv	Parts per million by volume
RMA	Resource Management Act 1991
TAG	Technical Advisory Group
VOC	Volatile organic compounds
WasteMINZ	Waste Management Institute of New Zealand

Glossary

Terms commonly used throughout this Closed Landfill Management Plan

Term	Definition
Act	The term “Act” refers to the Resource Management Act.
Consent Holder or Permit Holder	The term “Consent Holder” or “Permit Holder” used in this document will mean the Council or any other party to whom the Council may assign the resource consents for the landfill.
Council	The term “Council” used in this document will mean the Horowhenua District Council.
Contractor or Operator	The term “Operator” or “Contractor” used in this document will mean the Consent Holder and any person engaged on behalf of the Consent Holder to operate the landfill.
Landfill Agreement	An Agreement that was signed between Horowhenua District Council, Hōkio Environmental Kaitiaki Alliance Incorporated, Horowhenua District Ratepayers and Residents Association Incorporated, and s274 Parties. The Agreement found common ground for the operation of the landfill and the conducting of investigations for early closure and remediation of the Levin Landfill site.
Regional Council or Horizons Regional Council	The term “Regional Council” or “Horizons Regional Council” used in this document will mean the Manawatu-Wanganui Regional Council.
Shall	The word “shall” implies a requirement under this document.
Should	The word “should” implies a recommendation.
Site	The term “site” refers to that land where refuse disposal operations are taking place.
Will	The word “will” implies either a fact or intention or a requirement under some other document.

Definitions

Term	Definition
Biodiversity offset[1]	A measurable conservation outcome resulting from actions designed to compensate for residual, adverse biodiversity effects arising from activities after appropriate avoidance, remediation, and mitigation measures have been applied. The goal of a biodiversity offset is to achieve no-net-loss, and preferably a net-gain, of indigenous biodiversity values.
Clean fill[3]	A Class 5 landfill. Accepts only clean fill material, including clean excavated natural materials.
Clean fill material[3]	Virgin excavated natural materials (VENM) such as clay, soil and rock that are free of: • combustible, putrescible, degradable or leachable components; • hazardous substances or materials (such as municipal solid waste) likely to create leachate by means of biological breakdown; • products or materials derived from hazardous waste treatment, stabilisation or disposal practices; • materials such as medical or veterinary waste, asbestos, or radioactive substances that may present a risk to human health if excavated; • contaminated soil and other contaminated materials; and • liquid waste.
Closed landfill[3]	Any landfill that no longer accepts waste for disposal.
Contaminated land[2]	Land that has a hazardous substance in it or on it that – (a) has significant adverse effects on the environment; or (b) is reasonably likely to have significant adverse effects on the environment
Contaminated soil[3]	Soil from contaminated land as defined in the Resource Management Act 1991.
Hazardous substance[4]	Any substance— (a) with 1 or more of the following intrinsic properties: (i) explosiveness: (ii) flammability: (iii) a capacity to oxidise: (iv) corrosiveness: (v) toxicity (including chronic toxicity): (vi) ecotoxicity, with or without bioaccumulation; or (b) which on contact with air or water (other than air or water where the temperature or pressure has been artificially increased or decreased) generates a substance with any 1 or more of the properties specified in (a)

Levin Closed Landfill Management Plan
Definitions

Term	Definition
Hazardous waste[3]	Any waste that: • contains hazardous substances at sufficient concentrations to exceed the minimum degrees of hazard specified by Hazardous Substances (Minimum Degrees of Hazard) Regulations 2000 under the Hazardous Substances and New Organism Act 1996; or • meets the definition for infectious substances included in the Land Transport Rule: Dangerous Goods 1999 and NZ Standard 5433: 1999 - Transport of Dangerous Goods on Land; or • meets the definition for radioactive material included in the Radiation Protection Act 1965 and Regulations 1982. Hazardous waste contains contaminants such as heavy metals and human-made chemicals, at levels high enough to require treatment to render them acceptable for landfill disposal.
Landfill[3]	A waste disposal site used for the controlled deposit of solid wastes onto or into land.
Landfill gas[3]	Gas generated as a result of the decomposition processes on biodegradable materials deposited in a landfill. It consists principally of methane and carbon dioxide but includes minor amounts of other components.
Leachate[3]	Liquid that, in passing through waste, extracts solutes, suspended solids or any other component of the waste material through which it has passed. This includes liquid included in the waste as received and that drains as a result of waste compression, or the ongoing breakdown of organic matter.
Municipal solid waste[3]	Any non-hazardous, solid waste from household, commercial and/or industrial sources. It includes putrescible waste, garden waste, biosolids, and clinical and related waste sterilised to a standard acceptable to the Ministry of Health. All municipal solid waste should have an angle of repose of greater than five degrees (5°) and have no free liquid component. It is recognised that municipal solid waste is likely to contain a small proportion of hazardous waste from households and small commercial premises that standard waste screening procedures will not detect. However, this quantity should not generally exceed 200 ml/tonne or 200 g/tonne.
Municipal solid waste landfill[3]	Any Class 1 landfill that accepts municipal solid waste.
PCBU	Person conducting a business or undertaking as defined in section 17 of the Health and Safety at Work Act 2015
Waste[5]	• anything disposed of or discarded; and • includes a type of waste that is defined by its composition or source (for example, organic waste, electronic waste, or construction and demolition waste); and

x

Levin Closed Landfill Management Plan
Definitions

Term	Definition
	• to avoid doubt, includes any component or element of diverted material, if the component or element is disposed of or discarded.

[1] From "Biodiversity Offsetting under the Resource Management Act – A guidance document", prepared for the Biodiversity Working Group, September 2018.

[2]From the Resource Management Act

[3] From the "Technical Guidelines for Disposal to Land", WasteMINZ 2023

[4] From the Hazardous Substances and New Organisms Act 1996

[5] From the Waste Minimisation Act 2008.

1 INTRODUCTION & BACKGROUND

1.1 Purpose of this Closed Landfill Management Plan

Since resource consent was granted in 2002 for the Levin Landfill, it has operated under various Landfill Management Plans (LMPs) as shown in Table 1.

Table 1: List of Landfill Management Plans prepared for Levin Landfill

Year	Description of LMP	Status of Landfill	Applicable Resource Consent Conditions[1]
2002	Landfill Management Plan	For existing unlined landfill	Conditions 14(a to l) of Discharge Permit 6009
2004	Landfill Management Plan	For new lined landfill	Condition 29 of Discharge Permit 6009
2010	Landfill Management Plan	For new lined landfill	Conditions 14(a to m) of Discharge Permit 6009
2011	Aftercare Management Plan for Closed Area of Landfill	For closed unlined landfill	Conditions 14(n to r) of Discharge Permit 6009
2021	Landfill Management Plan	For lined landfill	Conditions 14(a to l) of Discharge Permit 6009
2021	Closed Landfill Aftercare Management Plan	For closed unlined landfill (same as 2011 plan – not re-issued)	Conditions 14(m to q) of Discharge Permit 6009

Under the terms of the Landfill Agreement (LA - see section 2.5), Horowhenua District Council decided on 31 May 2023 to officially close the Levin Landfill for future disposal of municipal solid waste (i.e., the landfill is closed for the purposes of a Class 1 landfill).

The LA requires that a closure and remediation plan be prepared for the Levin Landfill two years prior to the closure date as determined by the process anticipated under the LA. Because of the way the closure decision has unfolded, the timing of the preparation of the closure and remediation plan does not align with the programme set out in the LA. However, the scope of the closure and remediation plan is aligned with the LA and includes details of the Leachate Best Practicable Option (BPO) project required under condition 2 of Discharge Permit ATH-2002003984.02 (DP 6011), and conditions 14 and 25 of Discharge Permit ATH-2002003983.02 (DP 6010).

The purpose of this **Closed Landfill Management Plan (CLMP)** is to provide guidance for the management, maintenance and infrastructure operations of the Closed Levin Landfill, including proposed operational requirements for the Leachate BPO 3 project.

This CLMP replaces all existing LMPs for both the unlined and lined areas of the Levin Landfill.

[1] Conditions applicable at that time.

The roles and responsibilities of parties who are to implement the protocols set out in this CLMP are stated in section 8.1.3.

Note that this plan has been called the “Closed Landfill Management Plan”. It could equally well have been called the “Closed Landfill Aftercare Management Plan”.

1.2 Status of this Closed Landfill Management Plan

The status of the Closed Landfill Management Plan (CLMP) shall be managed through the Document Control table as set out at the beginning of this CLMP.

1.3 Closed Landfill Management Plan Review

Changes in closed landfill management, operational techniques and community expectations may influence the management of the closed landfill in the future and provision for future reviews of the CLMP is necessary.

This CLMP is intended to be a flexible document that can be amended, as required. As a minimum, it will require review by HDC and HRC at least once every two years.

The CLMP has been written so that minor updates, such as a change in personnel contact details, can be done by amending the relevant appendix, rather than requiring a full review of the CLMP.

Further updates of this plan, other than the specified two-yearly reviews, shall be carried out whenever:

- there are any significant changes to the activities or operational procedures on site,
- there are changes to the current resource consents or new consents are issued.

Where updates have been anticipated they have been highlighted in this CLMP *using red italics font*.

HDC is progressing with several matters concerning the Levin Landfill. As these matters are resolved, additional information will need to be included in the CLMP. Two significant matters are:

the old Landfill Leachate

- *a review of the resource consent conditions to reflect the closed nature of the landfill site.*

The Leachate BPO3 will require a resource consent and operational procedure that would require this CLMP to be amended.

The review of resource consents is likely to result in some significant changes to the consent conditions to reflect the fact that the site is closed. Additionally, because of feedback submissions received on the first draft of this CLMP and as discussed elsewhere in this CLMP, the oversight of the landfill from interested and affected parties may change. Note that feedback received from various parties on the first and second drafts of this CLMP has been included at the back of this CLMP for reference purposes (see Appendix V and Appendix W).

Figure 1 shows diagrammatically how information from the two significant matters stated above will progressively feed into future amendments of this CLMP. It is anticipated that the CLMP will be amended several times over the course of the next year or so, before it can be “finalised”.

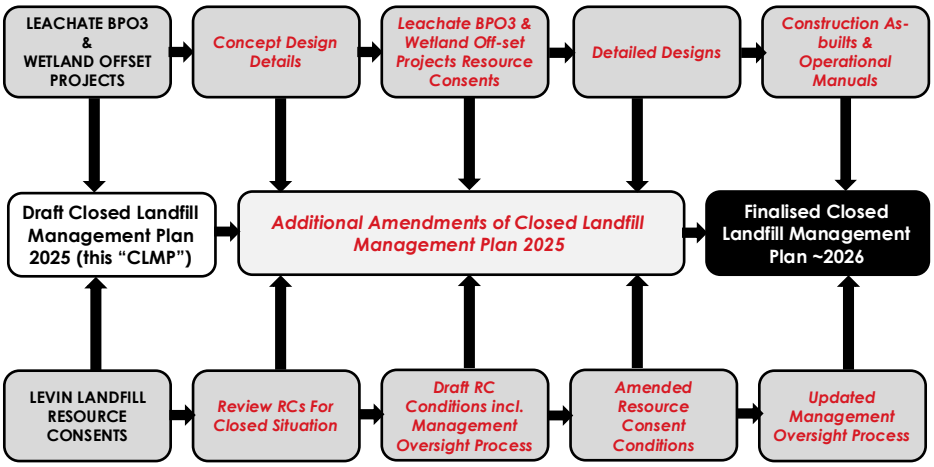


Figure 1: Diagram showing how information will be fed into additional amendments of the CLMP.

1.4 Definition of Remediation

Council has adopted the following definition of remediation:

1. The process of improving or correcting a situation - the correction of something bad or defective.
2. As stated in resource consent conditions 14(a) to (d) of consent ATH-2002003983.02 (Discharge Permit 6010), remediation refers to compacting of refuse, grading side-slope to a required grade, constructing 700mm of capping material to certain specifications of permeability, and maintaining grass cover.
3. Remediation includes the capture of leachate-contaminated groundwater originating from Closed Landfill Area A2, including the wetland mitigation/ offset and/or compensation in lieu thereof.

1.5 Levin Landfill and Surrounding Features

The Levin Landfill and immediate surroundings contain several features that are referred to throughout this document. Figure 2 has been provided below to assist and orientate readers who may be unfamiliar with the site.

Important features include (refer also to the drawings attached in section A.1 of Appendix A):

- Area A1 is the original unlined, landfill area (1950s to 1990s). It has been defined from information included in the original Levin Landfill resource consent application made in 1995.

- Area A2 is the successor unlined, landfill area (1970s to 2004). It has been defined by combining information from the original resource consent application (1995) and the original resource consent decision, issued in 2002. Note: a small portion of Area A1 continued to be used up until the 1990s, understandably for offal disposal in pits.
- Area A3 is the lined landfill area that has been defined by the footprints of Stages 1A, 2, 3A, 3B and 3C. It operated from May 2004 to October 2021.
- The Northern Farm Drain, (formerly called the "Tatana Drain"), runs along part of the northern landfill property boundary, before turning through 90º and linking to the Hōkio Stream through a culvert under the road.
- The Hōkio Stream runs approximately parallel with Hōkio Beach Road for the stretch of road adjacent to the landfill property.

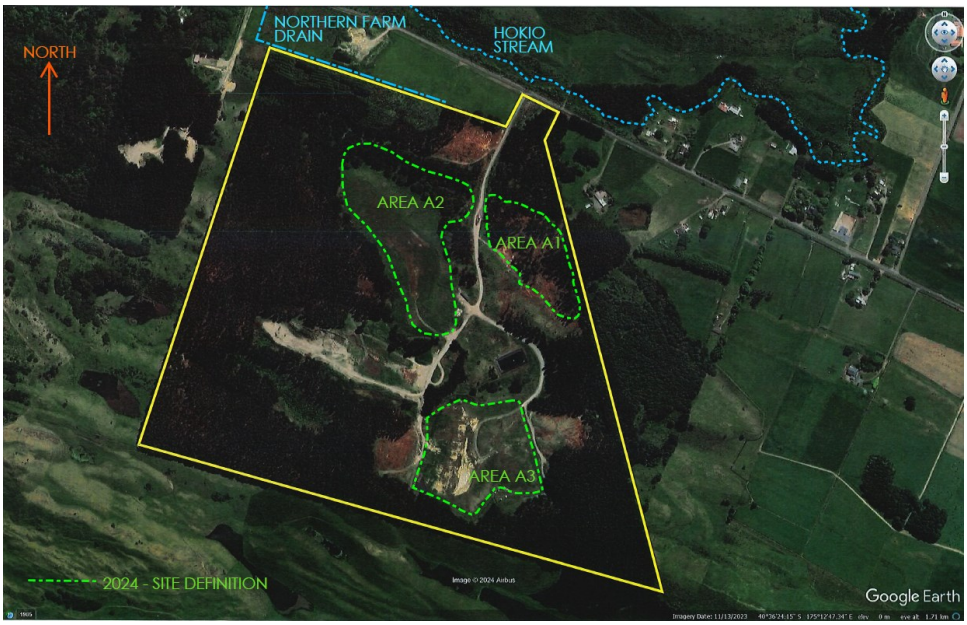


Figure 2: Features of the Levin Landfill and surroundings.

The delineation of Areas A1, A2 and A3 is shown and described in Appendix A.1.

Area A1 is approximately demarcated; Area A2 is approximate along its northern side, and more accurate around the other sides because its shape defines where waste has been placed, and Area A3 is accurately defined by as-built information of the lined landfill footprint area.

2 RESOURCE CONSENTS, DESIGNATION, LANDFILL AGREEMENT, CLOSURE DECISION, FUTURE ENGAGEMENT AND MĀTAURANGA MĀORI

2.1 Resource Consents

An important aspect of Councils' solid waste activity is to ensure that any discharge of contaminants from closed landfills to the district's land, air and natural water resources is managed responsibly.

Under the RMA, resource consents in the form of discharge and water permits are required for disposal of wastes and any associated odours and discharges both whilst landfills are operational and closed. Council holds discharge and water permits for all its solid waste activities to the extent required by the RMA.

The discharge and water permits associated with Levin Landfill are summarised in Table 2.

Table 2: Schedule of Current Discharge Permits relating to Levin Landfill

Location	Consent No.[1]	Consent Type	Effective Date	Expiry Date
Levin Landfill	ATH-2002003982.03 (DP 6009)	Discharge Permit - Discharge solid waste to land	24 May 2002	24 May 2037
	ATH-2002003983.02 (DP 6010)	Discharge Permit - Discharge landfill leachate into and onto land	24 May 2002	24 May 2037
	ATH-2002003984.02 (DP 6011)	Discharge Permit - Discharge landfill gas, odour and dust to air	24 May 2002	24 May 2037
	ATH-2002003985.01 (DP 6012)	Water Permit - Divert stormwater from around the Levin Landfill	24 May 2002	24 May 2037
	ATH-2002003680.02 (DP 7289)	Discharge Permit – Discharge liquid waste onto and into land	24 May 2002	24 May 2037
	ATH-2002009801.02 (DP 102259)	Discharge Permit – Discharge stormwater to land and potentially to groundwater via ground soakage	24 May 2002	24 May 2037
	ATH-2014015044.01 (DP 106798)	Discharge Permit – Discharge to air (flared landfill gas)	29 July 2015	24 May 2037

[1] Previous discharge permit numbers are shown in brackets.

Copies of the latest versions of the Levin LF Resource Consents are provided as part of this CLMP for reference (refer to Appendix B).

2.2 Future Resource Consents

The Leachate Best Practicable Option 3 (BPO 3) project, Wetland Offsetting project, and Future Use opportunities[2] are separate initiatives under this CLMP that will require collaborative planning and separate resource consenting applications.

Subject to final design details, the Leachate BPO 3 project is likely to require the following new resource consents:

- Consents under the National Environmental Standards for Freshwater (NES-FW) and Regional Plan for works in and around a natural inland wetland including earthworks, land disturbance, diversion of water, and taking of groundwater.
- Consents to be determined but may include vegetation clearance, earthworks and diversion of water necessary to establish a wetland offset.
- Land use consent under the National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health (NES-CS) for soil disturbance on a Hazardous Activities and Industries List (HAIL) site.

This CLMP allows for the inclusion of additional resource consents for the Leachate BPO 3 and other projects, and it is intended that this CLMP be reviewed and updated when those resource consents have been procured.

As noted later in section 7.5.1, if any future activities require separate resource consents, (including an updated authority from the Historic Places Trust), Council will follow the required processes for obtaining such resource consents and authority.

2.3 Cross- Reference Resource Consent Conditions with Provisions in the CLMP

Conditions 14(a) to (l) of discharge permit ATH-2002003982.03 (DP 6009) provide details of what was required in the operational Landfill Management Plan. Conditions 14(m) to (q) of the same discharge permit listed the requirements for a Closed Landfill Aftercare Management Plan required for Closed Area A2.

The consent conditions are summarised in Table 3 below and cross-referenced against relevant sections in this CLMP, noting that some requirements are no longer needed since the landfill is closed.

[2] It is possible that future use opportunities may not require resource consents.

Levin Closed Landfill Management Plan
2 RESOURCE CONSENTS, DESIGNATION, LANDFILL AGREEMENT, CLOSURE DECISION, FUTURE ENGAGEMENT AND MĀTAURANGA MĀORI

Table 3: Resource Consent Requirements for the Landfill Management Plan

Condition No.	Summary of Requirement	Provisions in CLMP
The Landfill Management Plan shall include, but not be limited to:		
14(a)	The specific conditions contained herein, related to the operation, management and monitoring of the landfill.	Sections 8, 9, 10, 11, 12, 13 and Appendix A
14(b)	A description of the development and maintenance of the landfill.	Sections 3, 4, 5, 6, 8, 9 and Appendix I
14(c)	A description of how the consent will be exercised in a manner to ensure compliance with the consent and the conditions thereof and the Resource Management Act 1991.	Section 2
14(d)	A description of how the consent will be exercised to minimise adverse effects on the environment.	Sections 2, 9, 10, 11 and Appendix P
14(e)	A description of the hazardous waste acceptance criteria, including the criteria set out.	Not applicable
14(f)	The emergency procedures to be followed in the event of natural emergencies and hazardous waste spills.	Section 14 and N/A for Hazardous Waste Spills
14(g)	The methods for controlling dust and odour emissions including the criteria for assessing when, and how regularly, roadways and the landfill are dampened by water or otherwise.	Sections 10 and 14
14(h)	Details of measures to avoid nuisance effects on adjacent properties, i.e., birds and vermin, as a result of landfill activities.	Section 10
14(i)	Operational, intermediate and final capping requirements.	Section 5 and N/A for Operational Requirements
14(j)	Closure and aftercare	Sections 5, 6 and 7
14(k)	Procedure to update the management plan, in light of changing circumstances, to continue compliance with Conditions of this Permit.	Section 1.3
14(l)	A screen planting implementation description.	Section 4.11
The Closed Landfill Aftercare Management Plan shall include but not be limited to those aspects that are detailed in Appendix E of the MfE publication entitled '*A guide for the Management of Closing and Closed Landfills in New Zealand (May 2001)*'. The Closed Landfill Aftercare Management Plan shall require at the least:		
14(m)	Final slopes on the landfill faces and caps to be between 1V:3H and 1V:40H.	Section 5.3 and Appendix A
14(n)	Final landfill surface to be sloped to promote run-off to the outside and prevent surface water ponding on the landfill cap.	Section 5.3 and Appendix A
14(o)	Ensure the landfill cap is at least 700 mm thick, with material added to make the cap 700 mm, or for future cap maintenance purposes, to have a permeability of not greater than 1 x 10^{-7} m/s.	Section 5.3 and Appendix I
14(p)	Establish and maintain vegetation cover on the capped landfill so that the cap integrity can be monitored and maintained as per Condition 15 (d) of DP 6010.	Section 5.3
14(q)	Monitor the landfill cap annually to identify areas of differential settlement, slope stability issues, erosion and changing vegetation patterns, to ensure Conditions 14(n) to (q) continue to be met.	Section 5.3 and Appendix A

Levin Closed Landfill Management Plan
2 RESOURCE CONSENTS, DESIGNATION, LANDFILL AGREEMENT, CLOSURE DECISION, FUTURE ENGAGEMENT AND MĀTAURANGA MĀORI

Table 4 below provides a list of the table of contents stated in Appendix E of the MfE publication referred to in condition 14 of discharge permit ATH-2002003982.03 (DP 6009) and provides references against sections in this CLMP where the stated matters are covered.

Table 4: Table of Contents from MfE Closed Landfills Guide referenced against Provisions in this CLMP

Outline Table of Contents	Provisions in CLMP
Introduction	
Staging of stabilisation	Section 5.1
Projected aftercare period	Section 7.2
End use(s)	Section 7.5
Management overview	
Site owner	Section 3.1
Management structure and responsibilities	Section 8
Aftercare management contract	Section 8
Occupational safety and health	Section 8.5
Annual review and reporting	Sections 11.3, 11.4, 11.5 and Appendix Q
Management, maintenance and contingency measures	
Leachate collection, treatment and disposal	Sections 4.4 and 6
Drainage	Section 4.3
Landfill gas collection, treatment and use	Section 4.5
Final cover	Sections 5.2, 5.3, 5.4 and 9.7
Vegetation	Section 9.7
Remedial works	Sections 6 and 9
Monitoring	
Leachate	Section 11
Groundwater	Section 11
Surface water	Section 11
Final cover	Section 11
Vegetation	Section 11
Complaints	Section 13
Records and reporting	Sections 11, 12, Appendix Q and Appendix S
Emergency procedures	
Fire	Section 14.3
Leachate breakout	Section 10.7
First aid	Section 8.2.5

Levin Closed Landfill Management Plan
2 RESOURCE CONSENTS, DESIGNATION, LANDFILL AGREEMENT, CLOSURE DECISION, FUTURE ENGAGEMENT AND MĀTAURANGA MĀORI

Conditions 14(a) to (d) of discharge permit ATH-2002003983.02 (DP 6010) list the requirements for closing and remediating any "*currently active and future lined landfill area*", i.e., Area 3. Condition 25 of that discharge permit states the timing for carrying out the works described in conditions 14(a) to (d) of discharge permit ATH-2002003983.02 (DP 6010).

Both conditions are referred to in the Landfill Agreement where it states in condition 12.1 that: "*The (closure and remediation) plan shall ensure compliance with Conditions 14 and 25 of permit 6010*…". These conditions are listed in Table 5 below and referenced against relevant sections in the CLMP.

Table 5: Resource Consent Requirements for Closing the Active Landfill

Condition No.	Summary of Requirement	Provisions in CLMP
Any currently active and future lined landfill area shall be closed and remediated by:		
14(a)	Compacting refuse to such an extent and consistent with CAE guidelines of 600-800 kg/m3, to ensure post closure settlement is minimised as far as practicable; and	Section 5.4
14(b)	Grading to a final slope of less or equal to 1V:3H (1 in 3) on any face; and	Section 5.4 and Appendix A
14(c)	Ensuring the landfill cap incorporates a layer at least 700 mm thick with a permeability of no greater than 1 x 10-7 m/s, or has a material and layer structure that reduces rainwater infiltration to the waste to an equivalent extent; and	Section 5.4
14(d)	Establishing and maintaining a grass or tussock vegetation cover on the capped landfill, unless it can be demonstrated to the Regional Council's satisfaction that a different vegetation cover can produce clear benefits through reducing infiltration to the covered waste. Any vegetation cover should be consistent with an ongoing capacity to monitor and maintain the ongoing integrity of the landfill cap.	Section 5.4
The Permit Holder shall have carried out the works described in Condition 14(a) to (d) of this permit to rehabilitate:		
25(a)	Any lined landfill area within four months following the closure of that lined landfill area, if the landfill area is closed before 35 years from the granting of this consent.	N/A
25(b)	Any lined landfill area before 35 years from the granting of this consent.	Sections 2.6 and 5.4

A summary of the contents of this CLMP referenced against the existing resource consent conditions is provided in Table B- 1 attached in Appendix B.

2.4 Designation

Details of the site designation are given in Table 6 below.

Table 6: Property Designation

ID	Site Location	Area Map No.	Site name / Function	Purpose of Designation	Legal Description	Area (ha)	Duration of Designation
HDCD-26	665 Hōkio Beach Road	7	Rubbish Dump	Refuse Disposal	Lot 3 DP 40743	71.5959 ha	Designation has been given effect to

2.5 Landfill Agreement

Following a process involving independent hearings and Court action by the community and iwi stakeholders, in March 2019 a Landfill Agreement was signed[3] which found common ground for the operation of the landfill and the conducting of investigations for early closure and remediation of the site. In brief, the Landfill Agreement allows for the following outcomes:

- an independent assessment of the early closure for the Levin Landfill,
- an elected member decision on the future closure date,
- a plan to remediate the closed landfill,
- a plan and action to address leachate dispersion (i.e., via groundwater) from the unlined landfill to the Hōkio Stream,
- independent reporting on compliance at the landfill, and
- ongoing work from the Council in relation to waste minimisation for the Horowhenua community.

Table C- 1 in Appendix C has a summary of clauses from the Landfill Agreement that are relevant for this CLMP.

Council committed to a Project Management Group (PMG) which is responsible for delivering these outcomes. The PMG includes two Council officers, community and iwi representatives. It also has oversight from an independent project manager with assistance from technical experts.

Council is also committed to ongoing engagement with the Community Neighbourhood Liaison Group (a broad collection of community stakeholders with interests in the Levin Landfill) and recognises the importance of engaging with these groups to inform them of Council's proposals relating to the Levin Landfill.

[3] Signatories to the Landfill Agreement are: Horowhenua District Council, Hōkio Environmental Kaitiaki Alliance Incorporated, Horowhenua District Ratepayers and Residents Association Incorporated, s274 Parties (Ngāti Pareraukawa, Peter Everton, David Stuart Andrew, Dean Murray, Leone Brown, Palmerston North City Environmental Trust, Charles Rudd, Water and Environmental Care Association).

2.6 Council Closure Decision

Council decided on 31 May 2023 (Resolution Number CO/2023/104) to officially keep the Levin Landfill closed with the option to allow revenue generated from alternative site use as determined through the Waste Management and Minimisation Plan.

Relevant screen shots from the Council Meeting Minutes are attached in Appendix D.

It is confirmed that Council does not intend in the future to use the landfill property for the development of any of the five classes of landfill, as defined in the WasteMINZ Disposal to Land Guidelines[4].

2.7 Future Engagement Approach

Several submissions on the draft CLMP have proposed that, in the future, community engagement be conducted through an oversight group that will replace the CNLG, NLG and PMG.

This approach has been accepted in principle by the Council and the changed approach will need to be included in the review of resource consent conditions.

This community group (possibly to be called "The Levin Landfill Management Oversight Group (LLMOG)), will likely consist of adjacent landowners / iwi / hapu / local township / interested individuals and groups and will represent community interests for all matters relating to the maintenance and operation of the closed landfill.

How this community group will interact with the Council and HRC on matters relating to the closed landfill management, and the frequency of meetings, will need to be determined and written into the revised resource consent conditions.

2.8 Incorporating Mātauranga Māori

2.8.1 Overview

Whaka-haumanu whenua

Whaka-haumanu tāngata

Whaka-haumanu taiao

Remediation of land

Remediation of people

Remediation of environment

[4] "*Technical Guidelines for Disposal to Land, Revision 3.1*"; Waste Management Institute of New Zealand (WasteMINZ), September 2023.

By way of contributing to this section of the CLMP, Muaūpoko have provided a statement about the Hokioi Stream (Hōkio Stream). This is included in Appendix E.1 of this CLMP.

Complementary to the remediation work of the landfill, it is recommended that remedial work with hapū and iwi is considered to ensure active involvement in the ongoing remedial work of place, land, water and people.

From a Mātauranga Māori and Te Ao Māori perspective, everything is interconnected and holistic, binding nature and people, including the physical, social, emotional and spiritual aspects of the whole of ecosystem - nothing is isolated or independent.

Whilst the remediation of, and engineered solutions for the landfill have, and will be applied, cultural and social opportunities have been identified to work collaboratively with local iwi, hapū and communities to ensure the long-term sustainability and maintenance of the landfill and surrounding area. There are prospects to work with iwi in exercising Kaitiakitanga, as has also been highlighted in the cultural and environmental impacts on Ngāti Pareraukawa and Ngātokowaru Marae (Selby R, Moore P, 2020).

The prospects are from a Mana enhancing perspective and a Mauri restoring practice, to and of whenua (land), tangata (people), wai (water) and taiao (environment). Drawing on tangata whenua mātauranga and tikanga (customary knowledge and practices) will help address some of the severances and transgressions caused to the land, water, nature and people dating back to the inception of the landfill.

Critical to the remedial work it is important to understand, appreciate and consider hapū involvement as Kaitiaki or hunga tiaki in the regeneration, rehabilitation and remedial work with regards to land, water and people concerned.

As a first step process it has been identified that restoration and remediation of key relationships is highly important to give genuine effect, spirit and obligation to Te Tiriti o Waitangi and tangata whenua within the Resource Management Act and Mana Whakahono-ā-rohe (Iwi participation arrangements).

This respectful and dignified approach is progressive and designed to be an uplifting of Mana enhancing and Mauri restorative practice which is described below as Hohou te rongo – Māori traditional restorative process.

2.8.2 Remediation of People

In considering a tikanga Māori restorative process of social, cultural, emotional, physical and spiritual aspects of the severance caused by the landfill to the local tangata whenua, it is culturally appropriate to consider ‘Hohou te rongo’ as a potential cultural restorative practice to help deal with ‘mamae’ (trauma) in its holistic form.

One of the meanings of the word ‘hohou’ is ‘to bind’. It can mean to bind what is damaged or broken. ‘Hohou’ can also means ‘to enter’ as in ‘hou mai’. It could be that ‘hohou’ is interpreted as to enter the realm of Rongo, known in the creation story as the atua kaitiaki of peace. Rongo is also a verb to listen and ‘to perceive with all the senses’, to smell, taste, feel, and hear.

Hohou rongo consists of the restoration of the tapu and mana of Atua, tangata and whenua, diminished or impaired by whakanoa. It is the peaceful enjoyment of right relationships restored, with corresponding

freedom from the state of negative noa, achieved by the exercise of pono, tika, whakakōtahitanga and aroha. Hohou rongo consists of the restoration of tapu i te tangata and whenua.

In the restoration of te tapu i te tangata, hohou rongo can bring about spiritual psychological, emotional and even physical healing of victim(s), whānau and hapū, of perpetrator and whānau, of hapū and iwi, of other people and communities affected, of people affected, and of whenua and objects damaged by acts of transgression of whakanoa. (Taite, H. 2012).

Through a hohou rongo process it is proposed that a series of kanohi ki te kanohi (face to face) hui are held on the respective marae of Horowhenua, being facilitated by an independent facilitator to ensure cultural safety and unbiased position is upheld and maintained. In this respect it also recommended that rangatira ki te rangatira (chief to chief) or Mana ki te mana (authority to authority) is present and consistent at all hohou rongo hui. A high level of respect, dignity, responsibility and reciprocation will be conducted during all aspects of Hohou rongo settings. All hui will take place in person and a high level of effective communication, integrity and professionalism will be maintained during the course of these important remedial mahi.

Whilst there is no pre-determined outcome of hui ‘Hohou rongo’, the most important aspect of this practice is, of course, the transformational shift from a negative positionality to positive and transformative positionalities. Often as ‘utu’ (consequence or result) as a binding, healing and remedial aspect of the severance and or grievance, it can be marked by an exchange of taonga or tatau pounamu to affirm all parties’ commitment in achieving remediation and genuine restoration long-term.

As a potential remediation symbol in binding all concerned could be the coming together of HDC, hapū and community to carry out a restoration planting day. This could also be ongoing as an annual kaupapa/event, along other mutually agreed activities that help restore the relationship, trust and respect between the concerned parties. Also note it is not always the case that remediation will be achieved in one sitting. It may require a series of mana uplifting activities of hohou rongo and other means of restoring practices that require time effort and wrap around support over a long period of time.

Hapū and Iwi will also provide their tikanga, kawa and customary practices to hohou rongo and these unique and diverse cultural aspects should be considered when bringing about balance, equilibrium and intent to this restorative and respectful tikanga of customary practice.

Appendix E.2 contains a suggested outline and guide for what a Hohou Rongo tikanga and process might involve. As an inclusive kaupapa and process whakawhitiwhiti kōrero – shared and exchanged kōrero, wānanga - mutual deliberation is recommended to establish an appropriate ‘kawa’ and ‘tikanga’ (rituals and protocols). In considering a clear process, it may well differ from the outline and guide provided in Appendix E.2 as a step-by-step process.

The information in this section and Appendix E.2 is a general approach to restorative practices which is grounded in tikanga-based restorative justice. Local iwi and hapu may want to define more clearly what their respective restorative practices will entail, based on their own local protocols. These must come from local iwi and hapu and should not be “put onto them” by others.

3 BACKGROUND INFORMATION

3.1 Site Location and Ownership

The Levin Landfill is located approximately 4km west of Levin. It is located on the south side of Hōkio Beach Road, approximately 1.7 km from Hōkio Beach settlement, as shown on Figure 3.



Figure 3: Site Location Aerial Photograph (source: GoogleEarth)

The landfill is on land legally described as Lot 3 DP 40743 Block II Waitohu SD and is owned by the Council.

3.2 Site History

The site has been under the control of Council since the 1950s when landfilling activities first commenced at the site, occupying a limited area of the landfill site and serving the waste needs of Levin and its immediate surrounds. This original landfill activity on the site (named as Area A1 on Figure 2) reached capacity in around about 1975, so a second landfill activity adjacent to the then existing landfill commenced (named as Area A2 in Figure 2) with the original landfill being closed, except for a small area which, it is understood, was used as offal pits or for offal disposal until the 1990s. The time periods over which the original landfill was closed and the second landfill developed are not known.

In 1994 Council applied to Horizons for resource consents for a new landfill. These resource consent applications attracted a high level of submitter interest and consequently a protracted resource consenting hearing process meant that a Council decision was not granted until 1997. The consent

approval provided by the regulator (i.e., the Regional Council) was appealed to the Environment Court. The appeal was resolved by way of mediation with the consent order issued in 2002.

The lined landfill (named as Area A3 in Figure 2) was developed as a series of stages. Stage 1A was opened in May 2004 whilst Area A2 was closed as required by the resource consent conditions at that time. Stage 1A was followed by Stages 2, 3A, 3B and 3C in 2008, 2013, 2015 and 2017, respectively.

Waste disposal operations ceased at the end of October 2021 and shortly thereafter most of the lined landfill area (i.e., Area A3) was permanently capped, with the front face being capped temporarily whilst Council decided on its official permanent closure. A decision was made on 31 May 2023 to close the landfill for the disposal of Class 1 wastes, and the landfill was then permanently capped by March 2024.

3.3 Archaeological Protocol

The Levin Landfill is classified as an historic site in the Heritage New Zealand (HNZ) register. Sites of archaeological interest can be expected to be on, or near to the ground surface unless an area has been substantially disturbed.

Middens are probably the most likely archaeological find to be discovered in the area. Other possible archaeological finds could include hāngi and fire-scoops, isolated finds and a variety of remains in the remnant wetlands (inter-dune depressions).

Several middens have been identified on the landfill property. Their approximate location is shown in the aerial photograph attached in Appendix F.4. *HDC will undertake to fence off these midden areas to protect them in the future.*

Since the landfill property is an historic site, an authority is required from the HNZ to strip the topsoil. Council was issued with authority No. 2009/212 in June 2009 by the HNZ, which was valid for 10 years only. It allowed Council to modify, damage or destroy archaeological sites within the landfill property for the purposes of constructing and operating a landfill subject to certain conditions. Note: The destruction of archaeological sites within the Area A3 footprint were undertaken under the supervision of archaeologists with full documentation of any finds. *The Council is responsible for applying for a new authority to continue operations that will disturb the sand dunes on the site, including construction of the Leachate BPO 3.*

Archaeology North prepared an Archaeological Management Plan (AMP), which was a requirement of the authority. The AMP provided "… *operational guidelines and procedures for day-to-day activities that may affect archaeological material during the construction and subsequent operation of the landfill. The plan is required to ensure that the roles and responsibilities of all of those working on the project are clearly set out*".

An archaeological authority was applied and granted for in 2023 for the production thinning of the plantation pinus radiata forest.

As noted above, a new authority will be required for various ongoing site activities, including the construction of the Leachate BPO 3. The new authority will also require an updated AMP. Based on the requirements of the (now lapsed) AMP, the procedures outlined in Appendix F are likely to be required. Also attached in Appendix F for reference purposes is the NZTA P45 specification "Accidental Archaeological Discovery Specification – 2018".

4 SITE INFRASTRUCTURE DESCRIPTION

4.1 Overview

Figure 4 is *a recent (i.e. Nov. 2023)* aerial photograph of the landfill property. Relevant site infrastructure has been noted on the photograph.



Figure 4: Aerial photograph showing relevant site infrastructure (credit: Google Earth, 2023)

4.2 Landfill Liner

Areas A1 and A2 have no engineered landfill liner system. It is understood that waste was disposed of within the inter-dune depressions in those areas, though it is not known to what extent, if any, excavation of in-situ sands occurred prior to the disposal of waste.

A geo-composite liner system, consisting of a geosynthetic clay liner (GCL), overlain by a 2mm thick high-density polyethylene (HDPE) geomembrane, has been installed beneath each stage of the lined landfill in Area A3. The full details of the liner construction are shown in the Drawings in sections A.5 to A.9 of Appendix A.

The landfill liner system includes various protection layers consisting of sand and geofabric, and geogrid materials have been incorporated on the side slopes to support the gravel drainage layers.

The liner on the sides of the landfill controls horizontal migration of landfill gas as well as containing leachate.

4.3 Stormwater

Several natural stormwater soakage ponds exist within the site, located within inter-dune depressions (refer to Figure 5 below). The approximate direction in which stormwater flows off various areas of the landfill is also shown on Figure 5.

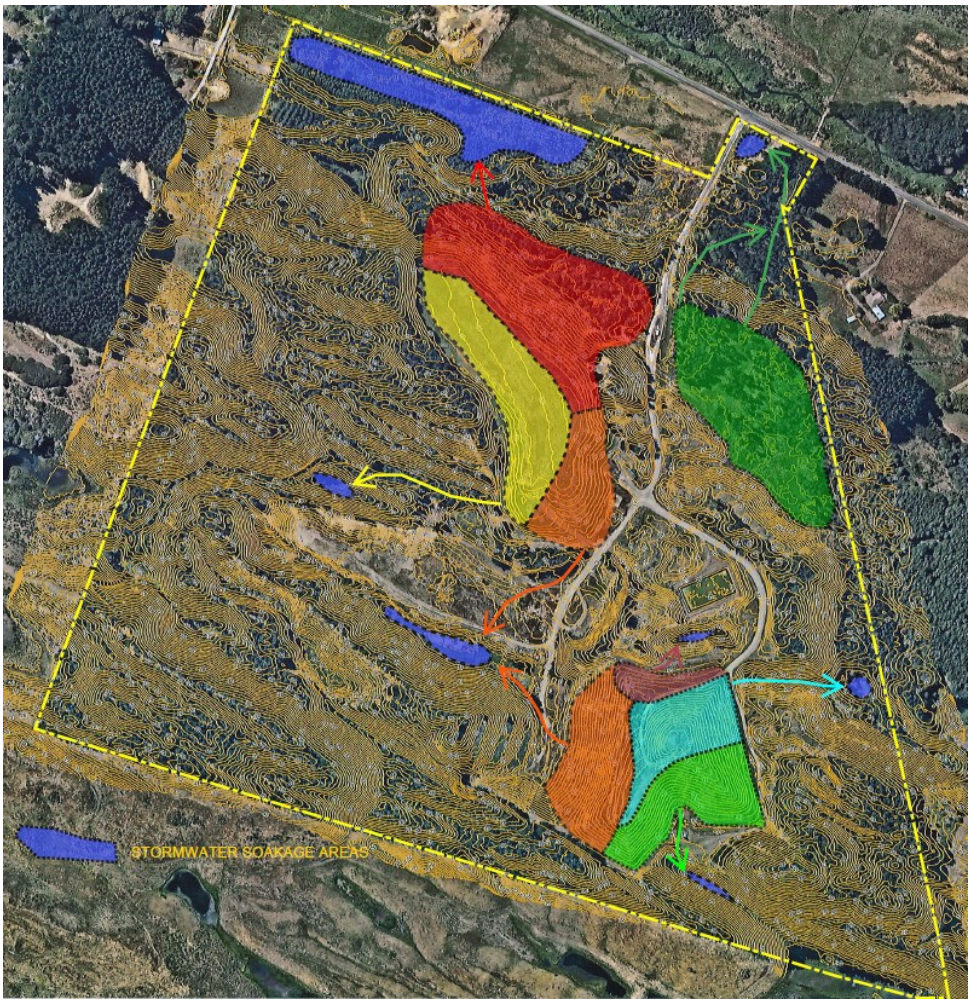


Figure 5: Indicative stormwater flows from landfilled areas.

The landfill property is located within sand dune country, and so most rain falling outside of the landfill areas is expected to soak into the ground. Rain falling on the access roads is captured by roadside swales and directed to low lying areas within the landfill property.

Area A1 is assumed to be capped with sandy material, and if so, it is expected that most rain falling on that area will soak into the ground. Being planted with trees and grass it is anticipated that a proportion of the rainfall with be removed through evapotranspiration. Some stormwater may run down the access road, from where it will soak into a wetland area within the landfill property, located south of Hōkio Beach Road, between groundwater bores BHC1 and BHG2.

Area A2 has been capped with clayey material on top, though the side slopes have a final cover layer consisting of sand. The area is mostly topsoiled and vegetated with grass, with the lower northern side being planted with trees. The top of Area A2 has been shaped to shed stormwater back into the centre area of the landfill property. On the north-facing slopes a portion of the rainwater is absorbed by the side slope, with the bulk of the water being shed down the grassed side slopes and into the low sand dunes located north of Area A2, or into the wetland area located along the northern boundary of the property near groundwater bore BHB3(s).

The lined landfill area (i.e., Area A3) has been fully capped with clayey material, topsoiled and grassed. Drains have been formed around the landfill to direct stormwater to four different soakage areas, as shown in Figure 5, all of which are in inter-dune depressions, with the largest one being located just south of the existing borrow area.

4.4 Leachate Collection

No formal leachate collection systems were installed in the unlined landfill areas A1 and A2, since this was not a consent requirement at that time.

For the lined landfill area A3, a 300mm thick gravel drainage layer was constructed on top of the liner protection layer on the base of each stage, with a main perforated leachate collection pipe placed within this drainage layer for each landfill stage. The main leachate collection pipes discharge to a single leachate collection chamber located at the toe of the eastern front face, outside of the landfill area.

Each main leachate collection pipe has a riser pipe extending up the side slopes of each stage to enable the leachate collector pipe to be flushed out from both ends (i.e., via the riser pipe or via the pipe outlet at the leachate collection chamber) – refer to Drawings in section A.3 of Appendix A for details.

Leachate is pumped from the leachate collection manhole to a manhole located adjacent to the pond using a submersible pump controlled by float-control switches. From here, leachate is pumped periodically to the Levin WWTP. The leachate pumps are monitored by SCADA and notifications are received if a fault occurs.

The pond is lined with a 1.5mm thick HDPE liner and it has sufficient capacity and freeboard to store approximately 2,000m^3 of leachate or stormwater. It is not presently used for leachate storage and currently contains stormwater that falls within the pond footprint. Leachate is pumped directly from the manhole next to the pond via a 90 mm OD MDPE rising main to connect to the Levin sewerage reticulation network (refer to the Drawings in section A.4 of Appendix A).

Leachate quantities have gradually declined as the landfill has been fully capped. The graph in Figure 6 below shows the pumped daily leachate volumes over the period from 12 August 2016 to 16 December 2024. A trend line is shown, and it is clear from the R-squared value (0.0843) that there is a poor closeness of fit. However, there appears to be a trend of declining leachate production from between August 2019 and August 2020.

By that time, the full footprint of area A3 had been covered by waste for several years, and so the full area of Area A3 was contributing to leachate production. In 2018, work commenced with capping part of the landfill, and this was done at the back of Stage 2. So, from that time, there was a gradual decrease in infiltration of rainwater into the landfill, which would help to explain the gradual decrease of leachate production.

Note that by this time the leachate collection system had been changed. Leachate now bypasses the pond and is pumped directly to the manhole next to the pond, and from there is pumped to the Levin WWTP. As water levels in the pond rise, (consisting mainly of stormwater), the pond would require periodic pumping out. This explains the periodic "spikes" in flow volumes.

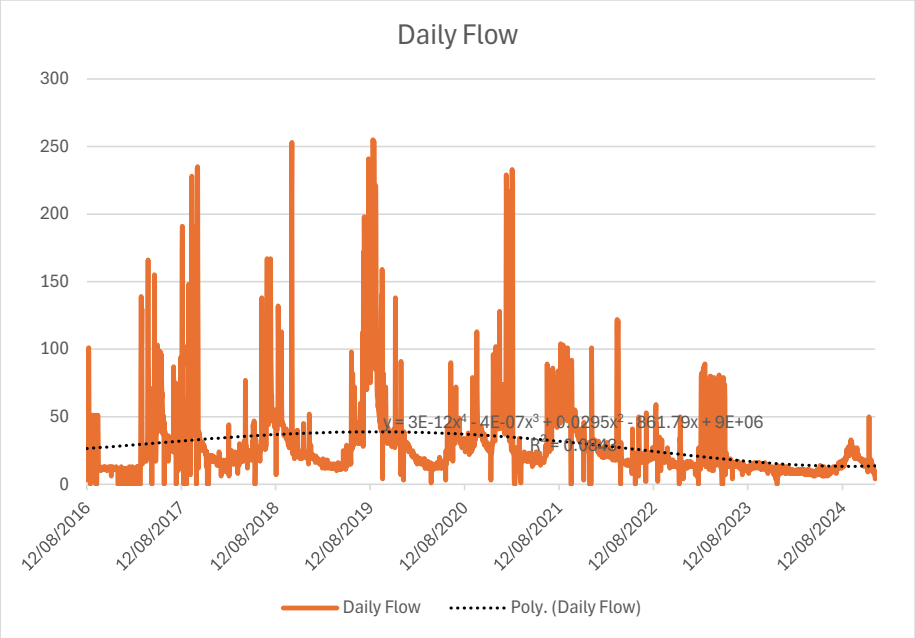


Figure 6: Daily Leachate Volumes (m^3) from July 2023 to June 2024

A leachate irrigation system was constructed to allow leachate to be irrigated to the elevated sand dunes in the south-eastern corner of the site. Irrigation has not been done since the end of 2008. The irrigation network is now redundant, and Council has no intention to reinstate and utilise it.

The pond is available for storage of leachate should it be needed. Other means of managing leachate include the following:

- transporting leachate off the site by tanker for direct disposal at the Levin WWTP,
- using the lined landfill stages for storing leachate by switching off the pump in the lower leachate collection chamber and allowing leachate to build up within the drainage gravels of the landfill.

4.5 Landfill Gas

Levin Landfill does not trigger the national environmental standard (NES) for air quality since the current total quantity of waste in the landfill contained within Area A3 is less than 1 million tonnes. However, since an enclosed landfill gas flare was installed at the lined landfill (i.e., Area A3) in 2017, the resource consent conditions have been varied to require that landfill gas be collected and flared under condition 4(l) of discharge permit ATH-2002003984.02 (6011).

Gas is collected from various horizontal collector pipes and vertical gas wells located about the landfill in Area A3. Details of the existing landfill gas collection and destruction system are shown diagrammatically in the Drawing in section A.10 of Appendix A.

General details of the landfill gas collection system are as follows (stage numbers refer to individual stages developed for the lined landfill in Area A3):

- horizontal gas collectors installed within Stage 1A,
- horizontal gas collectors installed within Stage 2,
- 11 No. of vertical gas wells developed across the top of the landfill,
- 3 No. of leachate riser pipes connected into the gas collection system,
- a GF500 landfill gas flare that can handle between 50 and 500 m^3/hour,
- a ring main that feeds the landfill gas flare and comprising of three sections of HDPE pipe with nominal diameters of 90mm, 110mm and 160mm.

The Odour Management Plan, which is a requirement of condition 4(m) of discharge permit ATH-2002003984.02 (DP 6011), provides details on the operation of the landfill gas collection and destruction system.

The Odour Management Plan was prepared in April 2021 for the then operational Area A3, and as such, is now somewhat out of date. Nevertheless, it contains valuable information on the landfill gas collection and destruction system and should be referred to and read in conjunction with this CLMP when dealing with LFG issues.

Note: No formal landfill gas collection systems have been installed in the unlined closed landfill Areas A1 and A2. However, resource consent condition 4a of Discharge Permit ATH-2002003984.02 (DP 6011) requires that the groundwater monitoring bores be tested for LFG when they are sampled. (This is for the safety of the sampling personnel as landfill gases are toxic and flammable at certain concentrations). Many of the groundwater bores are located close to closed landfill Areas A1 and A2, as can be seen in the Site Plan contained in section A.2 of Appendix A.

4.6 Biofilter

A biofilter, located at the toe of the front face of the Area A3 landfill, was constructed in 2016 to treat landfill gas that was exhausted from the leachate collection sump using a blower. Refer to Figure 7 below.

The requirements for a biofilter are stated in resource consent conditions 4e and 4h to 4k of ATH-2002003984.02 (DP 6011).



Figure 7: Biofilter structure at the toe of closed landfill Area A3.

The main structure incorporates two cells, each comprising a biofilter media area of 9 m^2. The structure is comprised of a concrete block wall on a concrete pad, with the odorous gas entering an open plenum at the base of the biofilter media. A separate leachate drainage pipe via a water trap allows for removal of any excess water.

The biofilter media consists mainly be a mixture of graded, aged and screened pine bark chips of 20 mm minimum size, with a small amount of compost and some lime or crushed shell material added to reduce acidity. When operating, the process gas being treated enters an empty cavity (plenum) as the media is supported by concrete blocks which are covered by a 6 mm mesh. A manometer is fitted to the cavity to measure the backpressure of the media so that periodic checks can be made to ensure that the pressure is less than 100 mm water gauge.

As the biofilter needs to be maintained at between 40-60% moisture content, irrigation is provided on the top lip of the biofilter on opposite sides to provide adequate coverage.

In late 2020/early 2021 it was decided to connect the ring main to the leachate sump, so directing that gas to the flare, rather than through the biofilter. *This arrangement, which makes the need for the biofilter redundant, still needs to be formalised with the Regional Council through a variation of the resource consent conditions.*

4.7 Buildings and Weighbridge

There is a site building which consists of an office, tearoom, toilet and workshop.

There are also a kiosk and weighbridge situated on the entrance road.

4.8 Access Roads

A sealed access road extends from the site entrance to the toe of the front face of the Area A3 landfill on its western side.

A metalled access road leads from opposite the site office, past the pond, and to the top of the landfill on the eastern side.

A metalled access road extends around the eastern side to the south of the landfill where the landfill gas flare is located.

Farm tracks provide access to the bores throughout the landfill property.

4.9 Signs

A sign is displayed at the site entrance which shows the name of the landfill, the closed status of the landfill, and contact information in case of an emergency.

Other signs are provided on-site for the purpose of directing and regulating traffic.

Signs are also present alerting people to the dangers of landfill gas and leachate.

4.10 Perimeter Fence

A stock proof fence runs around the whole of the landfill site and there are also some internal fences which are in various states of disrepair. There is a gate at the entrance to the landfill which should be kept locked to prevent access to the landfill by the public.

4.11 Forestry Screen

Pine trees have been planted on much of the landfill property, so providing good screening of the landfill, as seen in Figure A- 5, attached in section A.1 of Appendix A.

The pine trees are managed by Council under a Forestry Management Plan, which is attached as Appendix G.

4.12 Landfill Drawings

Landfill drawings are attached in Appendix A of this CLMP, and a series of aerial photographs are attached in Appendix H.

5 CLOSURE AND REINSTATEMENT

5.1 Summary of Landfill Development and Remediation

Table 7 summarises the landfill development and remediation that has been completed for the various areas of the landfill.

Table 7: Summary of Landfill Development and Remediation

Landfill Area	Area A1	Area A2	Area A3
Description	Original landfill area - closed	Replacement landfill area - closed	Lined landfill (Stages 1A, 2, 3A, 3B and 3C) - closed
Year Opened	1950s	1970s	2004
Year Closed	1990s	2004	Waste disposal ceased 2021, final capping in 2024.
Landform	Fill inter-dune depression	Fill inter-dune depressions with exposed northern and south-eastern faces at less than 1V:3H.	Fill inter-dune depressions, with slopes rising above dunes and exposed western front face at 1V:3H.
Liner	None	None	Composite GCL overlain by 2mm HDPE, textured on underside. Stages 3A to 3C have geogrid on side slopes to support gravel protection layer on thick geofabric.
Leachate Collection	None	None	300mm thick gravel drainage layer, with collection in 200mm dia. perforated pipes, leading to leachate collection manhole at landfill toe.
Landfill Gas Collection	None	None	System of horizontal collector pipes in Stages 1A and 2, with vertical wells spaced across the landfill surface. Wells are connected by a ring main header pipe, that conveys gas to an enclosed flare.
Final Capping	Assumed sandy cover and planted with grass and trees.	Initial sandy cover, followed by a low permeability clayey cap[5] in 2011 to ensure total cap thickness of 700mm. Reshaped in 2023 with clayey cap on the top, topsoiled and grassed.	700mm thick low permeability clayey cap constructed across the whole of the landfill surface, topsoiled and grassed. Completed in 2024.

[5] The clayey cap is required to have a permeability of no more than 1 x 10^{-7} m/s.

5.2 Old Landfill – Area A1

Area A1 (see the figures in section A.1 of Appendix A) was the original area where waste disposal occurred on-site. The original resource consent application indicates that it was closed by 1995, which is the time when applications were being made for Areas A2 and A3.

However, it is known that part of Area A1 was still being used as an offal pit in 1997, and that is likely reflected in Figure 1 of the resource consent decision which shows a small rectangular area as part of the existing landfill on the east side of the access road (see figures in section A.1 of Appendix A).

The figures in Appendix H show aerial photographs from 2005 to 2023 in which the progressive remediation of Area A1 can be seen.

It is assumed that Area A1 was capped with sandy material and grassed. Later, as is evident in the aerial photographs, pine trees were established across Area A1 some time between 2005 and 2010. The trees were thinned out between 2022 and 2023.

5.3 Old Landfill – Area A2

A summary of the rehabilitation of Area A2 is given below. Details of resource consent requirements at the time of each rehabilitation sequence/event are provided in Appendix I.

- Conditions 14(a) to (d) and 15 of DP 6010 stated the closure and remediation requirements for Area A2, within the original resource consent of 2002.
- Besides stating general compaction, final slope and vegetation requirements, the final cover over exposed refuse was stated to be "…*not less than 1000mm of material, of which 700mm is compacted…"*
- Following closure of Area A2 in May 2004, it is understood that Area A2 was covered with sandy materials, and Council also decided to plant pine trees over the northern area of Area A2. Shortly thereafter, (appears to be in 2005 from the aerial photograph, though may have been a few years later), Council capped part of the top of the southern end of the landfill with weathered greywacke material (not actually clayey materials, but somewhat more impermeable than the existing sand cover).
- A review of the resource consent was initiated by Horizons in September 2008[6].
- The presence of the pine trees on Area A2 was raised as a concern during pre-hearing meetings, and it was eventually agreed that they should be removed.
- Test pits were excavated in Area A2 around June 2009 and showed that the top layer consisted of between 150mm and 200mm of clayey gravel material, with the total depth of capping varying between 530mm to 850mm.
- As a result of the review and capping layer investigations, the landfill closure resource consent conditions applicable to Area A2 were amended to include removal of pine trees and gorse, re-shaping of cap to achieve at least a minimum grade of 1V:40H, annual survey to check for settlement, and capping be made at least 700mm thick with any imported materials to have permeability less than 1 x 10^{-7} m/s.

[6] HRC report entitled "*Levin Landfill – Review of Conditions Report*", 31 May 2010, contains information on the review process.

- In December 2009 a trial was conducted to strip pine trees from Area A2.
- A capping design was completed for Area A2 in September 2010, and construction of the capping occurred in Area A2 between November 2010 and April 2011.
- Thereafter the extent of settlement of the landfill surface has been monitored annually using benchmarks (GPS located pegs) that have been constructed on the capping layer.
- In 2022 minor areas of the cap were remediated because of localised settlement.

In 2023 improvements were made to the cap shape to provide a minimum grade of 5%, so facilitating further future settlement. The work was done between February and April 2023 as the leachate BPO project to improve the landfill cap, with some 3,900 m^3 of clayey soils being imported to shape the top of Area A2, thereafter it was topsoiled and grassed.

- Because of the moderate grade of slopes on the sides of Area A2, an engineering assessment, coupled with the excavation of a test pit on the side slopes, has shown that it is most unlikely that water will pond on the side slopes. So, the potential for infiltration through the side slopes is considered minimal, and coupled with budget constraints, Council does not intend to spend further funds on capping the side slopes to achieve limited effectiveness.

5.4 Lined Landfill – Area A3

The requirements for closure and remediation of Area A3 are contained in conditions 14(a) to (d) of ATH-2002003983.02 (6010). The following is a brief description of the remediation that has occurred.

- Waste disposal operations in Area A3 started in May 2004 ceased at the end of October 2021.
- Each year a topographic survey was carried out and the landfill compaction density assessed. On all occasions the density of the waste exceeded the required minimum density stated in the resource consent conditions (i.e., 600 kg/m^3).
- Between November 2021 and March 2022, all areas of the landfill, except for the western-facing front face and the area under the access road, were capped with at least 700 mm of capping material, topsoiled and grassed.
- The front face was capped with a temporary capping layer approximately 300 mm in thickness.
- Between January and March 2024, the balance of areas within Area A3 were capped with additional capping material to make the depth of capping up to 700 mm across Area 3.
- All areas of the closed landfill, except for the access road and rock-lined stormwater swales, have been topsoiled and grassed.
- Note that the access road is underlain by various materials, including over 200mm of weathered rock, and a clay capping layer at least 500 mm in thickness.
- Testing of the capping material showed that the permeability of the soils used is less than the maximum limit and so meets the consent requirements.

The first drawing in section A.15 of Appendix A shows the completed shape of Area A3 following the 2022 remediation. The second drawing shows the shape of the landfill as represented by LiDAR information prepared in 2025.

The third drawing in section A.15 of Appendix A shows how the different areas of closed landfill have been capped differently according to the requirements of the time.

6 SITE REMEDIATION LEACHATE BPO PROJECT

6.1 Leachate BPO Project Objective

The objective of the Leachate Best Practical Option Project is to comply with the BPO requirements of the Environment Court Order (19 December 2019) and Discharge Permit ATH-2002003983.02 (formerly DP 6010) condition 2A(a), which states the following:

> "*Condition 2A*
>
> *By the end of April 2021, the Permit Holder must complete an assessment of leachate remediation options (and a BPO) to:*
>
> *(a) cease, or if cessation is not feasible, materially reduce the discharge of leachate to the Tatana Drain and Hōkio Stream; or*
>
> *(b) if neither of the options in (a) are feasible then options to offset effects within the Hōkio catchment and if that is not feasible or possible options to compensate effects within the Hōkio catchment or outside of it (either option through an ecological package).*
>
> *The Permit Holder must provide a draft of the assessment to the NLG representatives and Horizons Regional Council for comments. The Permit Holder shall decide on an option that is feasible to implement, applying the hierarchy above from the assessment. The Permit Holder must notify the Regulatory Manager of Horizons Regional Council which option it selects and provide a copy of the final assessment. The selected leachate remediation option must be fully implemented by June 2023*".

I

In 2023 improvements were made to the cap shape to provide a minimum grade of 5%, so facilitating further future settlement. The work was done between February and April 2023 as the leachate BPO project to improve the landfill cap, with some 3,900 m3 of clayey soils being imported to shape the top of Area A2, thereafter it was topsoiled and grassed.

It is expected that the Leachate BPO3 project or alternatives will be developed over the next year or so, and this CLMP will be updated periodically to reflect the status quo of projects.

6.2 Progress with the Leachate BPO Project

6.2.1 Progress By Late 2023/Early 2024

6.2.1.1 Improved Capping of Area A2

The option undertaken for the BPO condition was improved capping of Area A2. This was completed in April 2023 at an approximate cost of $300,000, and it involved importing 3,900 m^3 of clayey capping material which was used to reshape the crown of Area A2.

6.2.1.2 Leachate BPO 3.0 Project Concept

Through advanced modelling of the groundwater plume originating from Closed Landfill Area A3, a concept design was completed for the Leachate BPO 3 project by late 2023/early 2024.

The concept details have been provided in the drawings contained in section A.17 of Appendix A.

The Leachate BPO 3 concept was proposed to consist of the following elements:

- *200m long subsoil drain with fabric-wrapped drainage metal intake, located along the northern property boundary (parallel to part of the Northern Farm Drain).*
- *The drain to be constructed in two parts, with Stage 1 consisting of a 100m long central section, and Stage 2 consisting of 50m extensions on either end.*
- *The drain design included access for rodding and flushing maintenance.*
- *A central pumping chamber was assumed with sufficient pumping capacity to lower the groundwater table to RL5m to match the level of the Hōkio Stream. This would involve potentially pumping approximately 350m^3 of groundwater per day.*
- *The drawdown of groundwater would affect approximately 10,600m^2 of the existing wetland area (i.e., approximately 50% of the area) located on the landfill property. However, modelling of the groundwater drawdown by pumping showed that this would be the most effective way to achieve a material reduction in the contaminants discharging into the Hōkio Stream.*
- *The captured groundwater would be pumped to the on-site storage tank from where it would be pumped to the Levin WWTP.*

There would be no discharges to the Hōkio Stream of groundwater that would be extracted under the Leachate BPO 3 project.

To off-set for the loss of wetland area, a new wetland area (or areas) would be required to be established. The proposed wetland area (or areas) have yet to be determined.

6.2.1.3 Proposed Effectiveness

Through groundwater modelling, it was estimated that Leachate BPO 3, with a proposed 200m long intercept drain, would have an efficiency of approximately 89%. It would provide an effective method of near total capture of ammoniacal-N discharge into the Northern Farm Drain, and a high material reduction in the discharge to the Hōkio Stream.

6.2.1.4 Draft Consent Conditions

Subject to final design details, the Leachate BPO 3 would be likely to require the following new resource consents:

- *Consents under the National Environmental Standards for Freshwater (NES-FW) and Regional Plan for works in and around a natural inland wetland including earthworks, land disturbance, diversion of water, and taking of groundwater.*
- *Consents to be determined but may include vegetation clearance, earthworks and diversion of water necessary to establish a wetland offset.*
- *Land use consent under the National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health (NES-CS) for soil disturbance on a Hazardous Activities and Industries List (HAIL) site.*

The resource consent conditions for the Leachate BPO 3 project will include details of environmental monitoring to be undertaken to demonstrate the effectiveness of the BPO 3 project.

It is likely that the environmental monitoring programme will include monitoring of bores BH101 to BH104, which were installed to provide additional information on the nature of the contaminated groundwater plume, down-gradient of Closed Landfill Area A2.

Whilst the current resource consent conditions do not require sampling of those bores, the Council intends to continue monitoring of groundwater in those bores, in addition to the monitoring already required by the resource consent. This is to further inform continued research and investigation of options, as discussed further below.

6.2.1.5 Operational Requirements

Under the Leachate BPO 3 project the Landfill Maintenance Staff would be provided with an operations manual that covers the operation of the system. In general terms, the operations would be expected to consist of:

- *Real time checks via SCADA to confirm that the pumps are operating properly and visual checks to confirm that no damage has occurred to the infrastructure.*
- *Weekly checks of the equipment and levels/availability of dosing chemicals, if needed.*
- *Periodic cleaning of subsoil drains and treatment tanks.*
- *Regular cleaning and maintenance of any wetland reed beds, if installed.*
- *Liaison with Council staff about availability of dosing chemicals, and transport of dosing chemicals, to the site, and removal of empty containers, as needed.*

Additional maintenance tasks that would be required are described in section 9.9.

6.2.2 Progress By July 2024 – What was Known

By July 2024, the following progress had been made:

The Council had decided to move forward with investigation of Leachate BPO 3 and had allocated a budget for it.

The overall project estimate of $1.997M was approved by Council, based on technical advice and allowing a 30% contingency. (It is noted that this is a significantly higher amount than the estimated cost of $350,000 agreed to in the Landfill Agreement. If the estimated costs for implementing the Leachate BPO 3 project continue to increase, as the concept design is further developed, Council will need to see how to scale back the project to suit the committed budget).

- *It was identified that further investigation will be required to prove the effectiveness of extraction of the contaminated groundwater, and the ability to effectively treat it.*
- *The treatment costs for the extracted groundwater to be discharged as trade waste at the Levin Wastewater Treatment Plant (LWWTP) were estimated to be some $2.4M over 30 years.*

6.2.3 Progress by January 2025 – What Has Been Discovered

By January 2025, the following further progress had been made:

Specialist advice was received that advised that consent could not be acquired without further certainty on wetland mitigation, discharge and treatment required to meet a consenting threshold.

Wetland impacts from extracting the contaminated groundwater will likely require an offset of some 1.1 ha. This had not been fully budgeted for in July 2024 and further work was required to confirm potential offset locations and costs including land purchase.

- *The LWWTP and the POT irrigation with its current capacity cannot treat the volume of contaminated groundwater until the LWWTP has been upgraded for secondary treatment, which is expected around 2031, or the POT irrigation expansion occurs around 2029.*
- *The POT is currently at capacity for nitrogen loading. Its current expansion timeline is also dependant on the draft wastewater standards.*

6.2.4 Progress by August 2025 – What Is Now Known and What Needs to Happen

Over the past eight months there has been further investigations conducted for the BPO 3 project.

Currently (i.e., August 2025) the project status is as follows:

- *The PMG have queried a technical recommendation to consider shifting the location of the subsoil trench closer to the toe of closed landfill area A2. This has also raised the question of whether there is a need for a peer review of the technical work done to date. At this stage the final location of the subsoil trench is still to be confirmed.*

Leachate BPO 3 assumes the extracted contaminated groundwater will be pumped off-site, to be treated at the LWWTP and then irrigated to land at the POT. For this to occur a timeframe of about six years is needed for the upgrade of both LWWTP, for secondary treatment, or the POT, for expansion of the irrigation area.

Initial bench-top scale testing of the leachate-contaminated groundwater show that it is technically feasible to treat onsite. The technical team has recommended that the option of on-site treatment and irrigation be further investigated. However, the NLG and PMG may not support this option.

- *The Council's position is that the focus should be on investigating the facts to support the best environmental and ratepayer outcomes.*
- *Trade waste charges that will be incurred at LWWTP may potentially be higher than expected and it is likely that, in the future, they will need to be paid to a regional Water Services Organisation, as opposed to the current arrangement where they are essentially an in-house cost transfer between Council service departments.*
- *The Council is continuing to monitor groundwater quality in the existing bores to assess the movement of the leachate plume down-gradient of closed landfill area A2. The more recent results and evidence does not align conclusively with the groundwater modelling that has been undertaken.*

Concerns have been raised by HRC about the compliance with discharge permit ATH-2002003983.02 (formerly DP 6010). The Council is to agree a plan with HRC that takes account of the implementation of the BPO.

Implementation of the Leachate BPO 3 is dependent on future actions from Council, which include upgrades to the LWWTP, expansion of the irrigation capacity at the POT, and funding commitments. It is also dependent on contaminant removal systems that may, or may not, be able to be relied on.

Council is committed to ensuring that appropriate time is taken to implement the project correctly and with due consideration, to get the best possible environmental outcomes for the available budget.

6.2.5 What This All Means for the Leachate BPO Project

6.2.5.1 Shared Goal

Important to Council meeting key objectives outlined in the Consent and Closed Landfill Agreement, the working party that met on 31 July 2025 agreed to a user-friendly shared goal that would support everyone's focus towards the most viable outcome. As the landowner and the consent holder, the Council remains committed to understanding the views of other key stakeholders, however, also appreciate that at times not all views can be accommodated. Subsequently, a shared goal has been collectively designed that will support all parties' intent to work collaboratively. This has been articulated as follows:

"That all parties to the Closed Levin Landfill work towards ensuring leachate is monitored and managed to reduce any adverse impact on the Hōkio stream, including taking all practical steps to remediate as per consent requirements".

6.2.5.2 Key Outcomes to Be Led by the Council Moving Forward

1. *That managing any issues associated with the Closed Landfill, BPO to consider and accurately address ecological, community, and cultural outcomes.*
2. *The scope and planning related to the currently proposed Leachate Extraction System (BPO 3) will be put on hold as the Council continues to validate existing monitoring data, improve data collection and investigate alternative options. BPO 3 as it stands offers the following complexities:*
    a. *The project is seen to have potential negative impacts on the existing wetlands.*
    b. *There is a reliance on the wastewater master planning to upgrade the LWWTP and the project timeframes for completion of 4-6 years in realising the upgrade that will ensure the treatment plant can adequately treat the leachate prior to its pumping to the irrigation system at the POT.*
    c. *The reliance, planning and consenting on the expansion of the POT Irrigation System. More research is needed to temporarily treat and discharge the leachate extraction on site.*
3. *The need to provide further monitoring including testing and analysis in confirming the accuracy of the original modelling expectations for the leachate plume from the Old Closed landfill.*
    a. *Research additional options based on data analysis i.e. viable alternative solutions may be available involving capping of the edges of closed dump and purchase and restoration of the existing wetland and surrounds for both ecological and/or treatment outcomes. These alternatives require an evidential base to confirm the benefits of investment to deliver an improved environmental outcome. A resolution to commit funding to progress investigations will be made at the Council meeting on 10 September 2025.*
    b. *That there is a further requirement to monitor (enhance the existing programme following expert review) the site with a focus on contaminant discharges from the toe of the landfill with appropriate triggers in the consents, to drive action where leachate is present at unacceptable levels at a future time.*
4. *That the Council will establish a collective that includes the Regulatory & Compliance Lead, Project Manager and community elected expert for the purposes of developing a joint statement regarding actual or potential flow to the Hōkio stream and their impacts. The Council is also*

committed to seeking expert advice from a Ground Water Engineer when agreed and critical points by the team.

5. *That the current timing for adopting BPO 3 generates real difficulties for all parties. However, it is also recognised that it provides a significant opportunity to make rapid progress on implementation at the site and adopt the CLMP.*

6.2.5.3 Record of Key Meetings

The following key meetings have been held recently in connection with the Leachate BPO project:

- *30 July 2025: Council and PMG Project Manager meeting with HRC to discuss status and resolution opportunities.*
- *31 July 2025: Initial Meeting with Council, PMG and NLG Chair, and selected members to update the Leachate BPO project status.*
- *6 August 2025: Council's Regulatory Lead and Project Manager met with an elected community representative to establish additional testing, monitoring, and analyses programme, which is to be ongoing.*
- *12 August 2025: A community workshop and presentation was held to consolidate work done to date, discuss a collective approach, address any concerns and confirm goals, objectives and key timeframes.*
- *13 August 2025: Council staff briefed elected members on the proposed key deliverables.*
- *15 August 2025: Council prepared a memo for HRC outlining its response to HRC's significant non-compliance finding and outlining its approach to achieving accurate and agreed deliverables and timeframes.*

6.2.5.4 Proposed Programme

The following is a proposed programme for advancing the Leachate BPO project:

August 2025 to December 2025: Research alternative options, i.e., undertake wetland design to address offsetting, as required, with community stakeholder groups to be involved in the design process..

- *11 November 2025: Stakeholder engagement update.*
- *25 November 2025: Stakeholder groups are to have input to the selection of an independent peer reviewer.*

March 2026: Council staff to confirm alternative options and suitability (including engagement with stakeholder groups).

March 2026: Councillors to approve the CLMP (Noting this has been brought forward for consideration at 10 Sept 2025 Council meeting) and BPO.

March – May 2026: Resource consenting application, as required.

7 LANDFILL AFTERCARE

7.1 Overview

All areas of the closed landfill (i.e., Areas A1, A2 and A3) shall continue to be monitored and maintained as required by resource consent conditions as may be reviewed from time to time, with consideration being given to monitoring results, aftercare requirements and landfill age.

Some of the resource consent conditions are applicable to an operational landfill (e.g., waste acceptance criteria etc.), and it is envisaged that a review of the resource consents should be undertaken to rationalise consent conditions that apply to the closed areas of landfill. Sections 11.3, 11.4, Appendix Q and Appendix S contain information for which resource consent conditions changes, or deletion, are proposed.

7.2 Projected Aftercare Period

A minimum 30-year post closure period is recommended for a municipal landfill by the Ministry for the Environment.

An aftercare period of 30 years should be assumed from the cessation of refuse disposal operations, unless the Council subject to resource consent conditions, can prove that a lesser period is appropriate.

The main tasks during the aftercare period will be monitoring and maintenance of the landfill site, together with any measures that may be required for contingencies, should they arise.

7.3 Environmental Monitoring

The requirements for monitoring leachate, ground water, surface water and landfill gas as per consent conditions, are set out in section 11 of this CLMP.

7.4 Maintenance

Maintenance requirements have been set out under section 9 which deals with Site Maintenance.

7.5 Future End Use

7.5.1 Landfill Property

Council is committed to implementing future end uses that protect the environment and quality of life of those living in the Hōkio Beach area.

The future uses will be determined through discussion with the proposed newly amalgamated partnership group and, where required by law or regulations, that would fall under separate resource consent conditions.

Excluding the closed landfill areas, which are discussed separately below, the landfill property may be used for various purposes, as outlined below. Council will work with local community groups to determine a suitable end use (or uses), which will then be stated in an updated CLMP.

As can be seen in the aerial photographs (refer to Appendix H), much of the landfill property has already been planted in pine trees, which are presently being managed by the Council.

The Council will also consider any activities that naturally support the improvement of the environment and or benefit the community wellbeing, i.e., recreational or educational use.

If such future activities require separate resource consents, as well as an updated authority from the HNZ for works within a known historical site, Council will follow the required processes for obtaining such resource consents and HNZ authority.

The end uses of the three closed landfill areas require careful consideration because of the risk of damaging the landfill caps. Each area is discussed in further detail below.

7.5.2 Area A1

Area A1 has been closed for approximately 30 years and has been planted with pine trees. Besides that, it could be used for grazing by sheep (i.e., light stock), which are unlikely to damage the existing landfill cap.

The depth of waste in Area A1 is limited and it is quite likely that most of the settlement has occurred. However, further settlement is possible, and as for all closed landfills the possible presence of landfill gas needs to be considered.

7.5.3 Area A2

Area A2 has been planted with grass. Unlike Area A1, Area A2 has extensive sloped areas. *It could also be used for grazing by sheep, and this would require the installation of appropriately specified fences to control livestock access to parts of the landfill that are not suitable for livestock grazing.*

Area A2 has an extensive top area with a gentle to moderate grade, which may make it useful for some recreational activities.

Area A2 will be subject to ongoing settlement and even though this is likely to be minor, it is more of a consideration than for Area A1. Additionally, there is more likelihood of encountering landfill gas on Area A2, than in Area A1.

7.5.4 Area A3

Area A3 is characterised by moderately steep grades and with the depth of wastes being considerably more than the other two areas, settlement will continue to occur across the area for some years into the future.

Area A3 will continue to produce landfill gas for many years, though the production will decline now that waste disposal operations have ceased.

The slopes and presence of gas wells and LFG collection pipes mean that there are limited uses for Area A3 in the short to medium term.

When gas production has dropped off and the settlement rate slowed down, whilst difficult, it may be possible to graze sheep on Area A3, provided suitable fences are erected to safeguard gas wells and collection pipes, and to keep sheep away from the erodible steeper slopes.

In the long-term, when gas production has significantly reduced, Area A3 could be used for some form of recreational purposes, provided there are safeguards to limit access to the erodible steeper slopes.

8 SITE MAINTENANCE

8.1 Appointment of Landfill Engineer

8.1.1 Overview

Council has appointed a Council staff member to be the Council Landfill Engineer who is responsible for undertaking various maintenance tasks on-site.

In future, this role may be assigned to a contractor who will be appointed by the Council.

The conditions and practices described in this document are the basis for the landfill maintenance.

8.1.2 Contract Management Structure

If a contractor is appointed as the Landfill Engineer in the future, the contract management structure will be attached in Appendix J.

8.1.3 Roles and Responsibilities

The Council and the Council Landfill Engineer are jointly responsible to ensure compliance with conditions of the resource consents.

The Council Landfill Engineer is responsible for:

- management of the closed landfills according to this CLMP and resource consents, including:
    - inspections of various parts of the closed landfill and site infrastructure, at the frequency detailed in section 9 of this CLMP,
    - maintenance and management of the Leachate BPO project infrastructure and ensuring compliance with discharge requirements,
    - maintenance and management of all on-site stormwater systems and ensuring compliance with discharge requirements,
    - maintenance and management of all on-site leachate collection and pumping systems and ensuring compliance with discharge requirements,
    - maintenance of all sealed and unsealed roads on site, and maintaining access to monitoring points,
    - landfill cap repairs and proactive management of the leachate system to avoid leachate breakouts,
    - inspecting the landfill for leachate breakouts, subsidence, blockages of stormwater drains, site security and general tidiness,
    - nuisance control and management (odour, dust, litter, vermin and vegetation, including spraying for weeds and mowing),
- working collaboratively with the Council contractors and/or consultants,
- working through Council with the members of the PMG and NLG (e.g., attending meetings, answering queries, providing information etc.), as requested on occasions by Elected Members of the Council,
- on-site fire management including response to fire events,
- undertaking a baiting and trapping programme to control vermin/cats/possums,

- proactively managing the site for existing and forecast weather conditions, site assessments and response.

Council is responsible for:

- operating and maintaining the landfill gas collection and destruction system, including the landfill gas wells and flare,
- site monitoring and preparing the annual report that records the results of environmental monitoring activities,
- landfill topographic survey, as required,
- engaging/providing consultancy services for undertaking capital works, as required,
- engaging with the members of the CNLG and PMG (as required under the current resource consent conditions and LA),
- obtaining a new authority from Heritage New Zealand (Pouhere Taonga), should there be a need to conduct works on-site that will involve stripping of topsoil,

obtaining resource consents for the Leachate extraction options,

- *procuring a variation to the existing resource consent to provide regulatory consent permission for landfill gas to be directed to the flare, as opposed through the biofilter,*
- procuring variations to existing resource consents where changes in operation are anticipated or have occurred through the landfill closure.

8.1.4 Council Landfill Engineer Contact Details

Contact numbers have been provided in Appendix U for use in the event of an incident.

8.1.5 Access to Landfill Property

The landfill is closed to the public. Access to the landfill is to be authorised by the Council The front gate is to be kept locked to prevent unauthorised access.

Maintenance of site roads will be carried out as necessary to ensure all weather access is provided for vehicles needing to access to the landfill facilities and the monitoring bores.

A sign is maintained at the entrance to the landfill, which shows the name of the landfill, and information relating to site hazards. The Emergency Services contact number is also visible on the sign at the entrance.

8.2 Responsibilities under the Health and Safety at Work Act 2015 (HSWA)

Since the Council manages the landfill property, as well as other parties involved in activities at the landfill, it is defined as a '*Person conducting a business or undertaking'*, or PCBU, under the HSWA. All PCBUs have duties and responsibilities under the HSWA, and the Council (and its Landfill Engineer) shall make themself familiar with the requirements of the HSWA, relevant parts of which are summarized below.

8.2.1 Primary Duty of Care

Section 36 of the HSWA states that the primary duty of care of all PCBUs is to ensure, so far as is reasonably practicable, that the health and safety of workers and other people are not put at risk by the work conducted by each PCBU.

This means ensuring, so far as is reasonably practicable:

- the health and safety of workers while they are at work (including contractors, subcontractors, and their workers),
- the health and safety of workers whose work activities are influenced or directed by the Council (or its Landfill Engineer),
- that the health and safety of other persons are not put at risk by any work or undertaking of the Council (or its Landfill Engineer (e.g., a visitor to the landfill property who could be affected by the Council Landfill Engineer's work)).

8.2.2 Managing Risk

Section 30 of the HSWA requires that PCBUs must, so far as is reasonably practicable, eliminate risks that arise from their work. If the risk cannot be eliminated, it must be minimised, so far as is reasonably practicable.

PCBUs must comply to the extent to which they have, or would reasonably be expected to have, the ability to influence and control the matter to which the risk relates.

8.2.3 Worker Engagement, Participation and Representation

Part 3 of the HSWA requires that PCBUs must ensure, so far as is reasonably practicable, that workers can raise concerns and express their views on work health and safety matters and that those views are considered.

PCBUs must also have practices that provide reasonable opportunities for workers to participate effectively in improving work health and safety on an ongoing basis.

8.2.4 Notification

Section 56 of the HSWA requires that, if a notifiable event occurs, a PCBU must notify WorkSafe as soon as they become aware of the event.

8.2.5 First Aid

The Health and Safety at Work General Risk and Workplace Management Regulations 2016 require that a PCBU must ensure that their workers have access to adequate first aid equipment, facilities for the administration of first aid and trained first aiders. If the PCBU shares a workplace with other PCBUs, it can coordinate sharing first aid resources with them.

8.2.6 Emergency Plans

The Health and Safety at Work General Risk and Workplace Management Regulations 2016 also require that a PCBU has a duty to prepare, maintain and implement an emergency plan at its work. The PCBU must consult, cooperate, and coordinate with other PCBUs that it shares overlapping duties with to coordinate emergency procedures.

Table K- 1 in Appendix K sets out what WorkSafe expects from PCBUs.

8.2.7 Working with Other PCBUs

The Council (and its Landfill Engineer) must, so far as is reasonably practicable, consult, cooperate, and coordinate with other PCBUs that they share health and safety duties with.

Consulting, cooperating, and coordinating can avoid PCBUs unnecessarily duplicating each other's efforts, and help prevent any gaps in managing health and safety risks.

Some ways that the Council (and its Landfill Engineer) can meet this duty and avoid gaps include (but aren't limited to):

- planning by thinking through every stage of the work,
- thinking about how the work could affect other PCBUs and the public,
- identifying the risks that need to be managed,
- consulting with other PCBUs to agree on how those risks will be managed,
- consulting with other PCBUs to decide who is best placed to manage each risk, and
- clearly defining roles, responsibilities, and actions, so that everyone knows what to expect.

The Council cannot contract out of its health and safety duties. In sharing a workplace with other PCBUs, or working together in a contracting chain, the Council (and its Landfill Engineer) is likely to share overlapping duties. Each PCBU in the contracting chain should be aware of overlaps and manage risks that are appropriate and reasonably practicable for them to control.

The Council cannot:

- contract out of its health and safety duties, or
- push risk down the contracting chain to another PCBU.

The Council is not only responsible for its own workers; its responsibility also extends to workers whose work it influences and directs, and other people at the workplace. This includes supporting those people to meet their health and safety duties and not passing on or increasing risk through its arrangements with them.

Whilst the Council cannot contract out of its health and safety duties, it can, however, enter reasonable agreements with other PCBUs that it is working with, to make sure everyone's duties (including its own) are met. Usually, the PCBU who has the greatest ability to influence and control the work or workplace will have the most responsibility.

These agreements can be documented in contracts between the PCBUs. PCBUs must monitor each other, to make sure each PCBU continues to do what was agreed. WorkSafe may check that these arrangements are working well and consider enforcement action if PCBUs are not meeting their health and safety duties.

The extent of the Council's responsibility to meet its health and safety duties will likely be different to other PCBUs that it shares duties with. This will depend on what ability they must influence and control the health and safety matter.

The more influence and control the Council (and its Landfill Engineer) has over a health and safety matter, the more responsibility it is likely to have. There are three ways a Contractor can have influence and control over health and safety matters, as shown in Table 8 on the following page.

Table 8: What WorkSafe expects from PCBUs

Control Over Work Activity	Control Over the Workplace	Control Over Workers
A PCBU in control of the work activity may be in the best position to control the health and safety risks.	A PCBU in control over the workplace, including plant and structures, has some influence and control over health and safety matters.	A PCBU has more influence and control over its own workers and contractors than those of another PCBU.

8.3 Staff Requirements

The level of staffing required at the landfill property will be adequate for the environmentally responsible and safe management of the landfill property and at a level that ensures that all specified tasks can be completed in accordance with the CLMP.

8.4 Training

All staff employed in management and maintenance activities at the closed landfill must be appropriately trained, competent, be familiar with the closed landfill facilities and operator competencies, including environmental protection systems, operating work practices, the status of site activities, resource consent conditions, typical closed landfill hazards and site safety requirements. During work hours there shall be at least one staff member available on site who is a qualified first aider.

8.5 Occupational Safety and Health

The Council shall provide for its Landfill Engineer a Health and Safety Plan that meets the requirements of the Health and Safety at Work Act 2015, and to conduct all operations in observance of that Health and Safety Plan. *The Council's Health and Safety Plan is to be attached to this CLMP as Appendix L.*

Council's "People Safety Monitoring Policy" applies to all Council employees and is attached to this CLMP as Appendix M.

All managers and employees are expected to assess the risk of the tasks that they are undertaking and take steps to mitigate those risks. The safety monitoring system is one of those steps. It should be used for all field work at the landfill, in situations where employees are working alone or in isolation or are in an area without reliable cell phone or Wi-Fi coverage or are working outside of normal business hours.

If Council appoints a Landfill Contractor, it shall confirm in writing that the provisions of the Health and Safety at Work Act 2015, the WasteMINZ Health and Safety Guidelines for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five, March 2024 (and subsequent amendments) and its stated Health and Safety Plan are being complied with. The Health and Safety Plan identifies possible hazards and records how these hazards are to be eliminated, isolated or minimised.

If Council appoints a Landfill Contractor, that contractor shall nominate a person responsible for health and safety. The person nominated is responsible ensuring that the Landfill Contractor's obligations under the Health and Safety at Work Act 2015 are met. The Landfill Contractor will then be responsible for the provision of all safety equipment and is required to ensure that it is readily accessible and fully functional.

8.6 Other Contractors on Site

Besides the Council Landfill Engineer, there are, from time to time, other contractors on-site, as engaged by the Council to conduct various tasks.

Appendix N has a list of the main contractors presently engaged on site, together with their contact details.

All contractors on site are PCBUs, as defined under the HSWA (see section 8.2), and Council (and its Landfill Engineer) is required to work with them to achieve safe work outcomes.

8.7 General Site Instructions

- All personnel required to visit the site to undertake their works are to be inducted by the Council Landfill Engineer.
- Always work in accordance with the Council Landfill Engineer directions and inductions.
- All persons must sign in on arrival and sign out before leaving the site.
- Always notify the Council Landfill Engineer on the site of your arrival.

8.8 Relevant Hazard Identification

A comprehensive list of anticipated hazards and risks associated with managing and operating a landfill site is given in Table 13 of the WasteMINZ Health and Safety Guidelines.

Whilst the landfill is not operational, it is considered that many of the hazards that occur on an operational landfill will still be present on the closed landfill.

The hazards identified in Table 13 of the guidelines have been reproduced as Appendix O of this CLMP.

Levin Closed Landfill Management Plan
8 SITE MAINTENANCE

If additional hazards or unsafe practices are identified at the landfill site, they are to be notified to the Council Landfill Engineer.

If in doubt of your own safety or the safety of others, you are to stop work, move to a safe area, alert others, and contact the Council Landfill Engineer.

9 SITE MAINTENANCE DETAILS

9.1 Maintenance of Buildings and Equipment

Council shall be responsible for:

- Maintaining all buildings and equipment supplied for use on-site in a sound and workable condition.
- Not allowing buildings to fall into disrepair or become untidy in appearance.
- Maintaining equipment in accordance with the manufacturer's recommendations and keep records of service dates.
- Mowing the grassed areas around the entrance, along the access road, site buildings and pond, and keeping them tidy.

9.2 Site Roading

Council shall be responsible for:

- Maintaining all roading on the site, in a good condition that is free of potholes, to provide, as far as possible, all-weather access.
- Applying dust suppression techniques such as the use of water and other methods permitted by the resource consent conditions, as necessary.
- Mowing the grass to maintain visibility and clear access to required destinations.
- Removing fallen trees.
- Signs

The Council shall be responsible for:

- Maintaining all signs on-site in a clear and legible condition.

9.3 Perimeter Fencing

The Council Landfill Engineer shall be responsible for:

- Inspecting the perimeter fencing quarterly and informing the Council of the need for any repairs.

Council shall be responsible for:

- Arranging repairs to the perimeter fences.

9.4 Control of Stormwater

The Council Landfill Engineer shall be responsible for:

- Inspecting the stormwater drains monthly to check that they are unblocked, and that stormwater flows are directed to the stormwater soakage areas as intended.
- Removing any blockages.
- Identifying any damage to the stormwater drainage system, informing the Council of the need for any repairs, and carrying out repairs as agreed with Council.
- Checking for sediments build-up in stormwater soakage ponds and arranging for them to be cleared so that the ponds can continue to function correctly.

Council will be responsible for:

- Appointing a contractor to undertake any environmental monitoring of stormwater required under the resource consents.
- Arranging for reporting of the environmental monitoring to be done, in accordance with the resource consent requirements.

9.5 Control of Leachate

Leachate is collected from the closed landfill in Area A3 only.

The leachate collector pipes, and leachate manhole are to be jetted out annually to prevent accumulation of biomass and sediments. This can be done either from the top end of the pipes via solid riser pipes that extend up the side slopes of each stage and which are connected to the landfill gas collection system, or by accessing the pipes from the upstand risers on each main collection pipe, located next to the leachate collection manhole. *Council's Landfill Engineer is to mark the locations of the riser pipes on-site with posts.*

The drawings in section A.3 of Appendix A shows the general arrangement of the leachate collector pipes in the landfill cells and connecting to the leachate collection manhole.

Landfill gas will exit the landfill in significant concentrations at both riser pipes and at the leachate collection manhole if they are opened. Extreme caution is required when working near the riser pipes and manhole. If work is to be done within the manhole, then specialist breathing apparatus and relevant confined spaces certifications are required. All equipment used around and in the riser pipes and manhole must be intrinsically safe and must not produce sparks or sources of ignition.

The Council Landfill Engineer shall be responsible for:

- Inspecting the leachate pumping system weekly to check that it is functioning properly.
- Flushing out the leachate collector pipes and leachate collection manhole annually and removing the flushed sediment for disposal at the WWTP.
- Ensuring appropriate equipment and processes are followed when working in or near the leachate collection manhole, leachate riser pipes and other gas collection pipes.

- Pumping out the contents of the pond, which shall either be transported by tanker to the WWTP or disposed of into the manhole next to the pond, from where it will be pumped to the WWTP.
- Liaising with Council if the pond needs to be used for storing leachate.

Council shall be responsible for:

- Receiving SCADA notifications for failures or errors with the leachate pumping system and acting on those notifications.
- Arranging for servicing of the leachate pumps.
- Upgrading the leachate pumping system.
- Appointing a contractor to undertake any environmental monitoring of leachate required under the resource consents.
- Arranging for reporting of the environmental monitoring to be done, in accordance with the resource consent requirements.

9.6 Landfill Gas Control

The landfill gas system requires specialist knowledge to operate and maintain. *Council has appointed a separate Landfill Gas Contractor who is responsible for that system.*

The Council Landfill Engineer shall be responsible for:

- Understanding the hazards associated with the LFG system.
- Always wearing and using appropriate personal gas detection monitors when engaged with work on the landfill property.
- Conducting weekly a general inspection of the landfill gas system This includes any aspect of the LFG system that appears abnormal (e.g., broken pipes, excessive smell of LFG, flare not working etc.) shall be reported to Council as soon as possible.
- Assisting the Landfill Gas Contractor, on occasions, where necessary. This may entail, for instance, helping to move LFG collection pipes and assisting with repairing the capping where gas discharges may be emanating.

Council shall be responsible for:

- *Appointing a Landfill Gas Contractor to operate and maintain the LFG system (or train a Council employee).*
- Displaying hazard warning signs to draw attention to the LFG hazard on site.
- Providing its workers with appropriate personal gas detection monitors for use when they are engaged with work on the landfill property.
- Appointing a contractor to undertake any LFG environmental monitoring required under the resource consents.
- Arranging for reporting of the environmental monitoring to be done, in accordance with the resource consent requirements.

9.7 Final Capping and Cover

All areas have been capped and covered with vegetation, as described in section 5 of this CLMP.

Levin Closed Landfill Management Plan
9 SITE MAINTENANCE DETAILS

The standards applied to each area are different and reflect the resource consent conditions that were applicable, or not as the case may be, at the time of closure. Note: irrespective of the closure standards applied the maintenance requirements for all closed areas are similar.

The Council Landfill Engineer shall be responsible for:

- Undertaking weekly[7] walkover inspections of all areas of the closed landfill to check for signs of:
  - damage to the landfill cap (e.g., differential settlement, water ponding, growth of water-loving plants, fissures, riling, soil erosion, stormwater damage, animal burrows),
  - un-seasonal die-off or yellowing of grass,
  - leachate breakout and/or seepage,
  - landfill gas escaping (e.g., by using sense of smell),
  - growth of noxious weeds (e.g., gorse),
  - vermin (e.g., rodents), cats, possums.
- Completing weekly[7] inspection sheets.
- Informing Council of any of the above and taking appropriate steps to deal with any issues that may arise.
- Dealing with any leachate breakouts. If they occur, they would most likely be on the exposed front and side faces of the closed landfill areas, and especially Area A3. See section 10.7 for details on how to deal with leachate breakouts.
- Mowing grass, where safe to do so, on the closed landfills, taking account of the moisture content of the topsoil, so as not to create wheel ruts, and using appropriate mowing equipment suitable for moderately steep slopes.
- Maintaining grass coverage across the closed areas of landfill, including re-seeding and fertilising, as agreed with the Council Landfill Engineer.
- Baiting of bait stations and/or traps and conducting other approved means of eradicating or discouraging vermin from proliferating on-site.
- Spraying at least twice-yearly, and possibly more frequently if needed and agreed with the Council, for gorse and other noxious weeds.
- Understanding the archaeological protocol to be applied should topsoil stripping be required, for instance, to recover sandy material for remediating parts of the site and the harvesting of plantation pine trees.

In addition to the weekly[7] inspections, the Council Landfill Engineer shall inspect the landfill property and infrastructure within 12 hours (at first light) after a significant rainfall event[8] or of being notified of an earthquake, to check whether any damage has occurred. If there is any damage from either a storm or earthquake event, the Council Landfill Engineer is to follow the emergency response procedures stated in this CLMP.

Council shall be responsible for:

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[7] *Note: weekly inspections are currently required under the resource consents, but they may be changed to "Monthly" with a review of the consents.*
[8] The definition of heavy rainfall for this requirement shall be a minimum of 25mm of rain within a 24-hour period, or more than 15mm over a one-hour period.

- Appointing a surveyor to undertake annual surveys of Area A2 so that the rate of settlement and the shape of the closed landfill surface can be checked.
- *Obtaining an agreement from the Historic Places Trust so that topsoil stripping can occur, if needed, on parts of the site*.
- Informing the Council Landfill Engineer of any proposals to use parts of the site for purposes which currently do not occur, for instance, use of the borrow area for on-site stock piling of capping material.
- Providing copies of the weekly[7] inspection sheets to the Regional Council and parties involved in preparing annual environmental monitoring reports.

9.8 Forestry Screen

With Class 1 waste disposal operations having ceased, the need for a forestry screen is largely redundant.

Nevertheless, there may be future activities at the landfill property which may benefit from having the forestry screen retained.

Council shall be responsible for:

- Appointing a Forestry Contractor to take care of and maintain the trees on site.
- Ensuring that all forestry activities are conducted according to the Forestry Management Plan and in line with the Heritage New Zealand archaeological protocol.

9.9 Leachate Best Practicable Option 3 Project

The Best Practicable Option 3 (BPO 3 project has been designed in concept only. However, it is envisaged that a significant part of the Council Landfill Engineer's operational duties will involve operating and maintaining the BPO3 infrastructure once it has been constructed and commissioned.

The Council Landfill Engineer is likely to have responsibility for:

Inspecting daily the infrastructure comprising the BPO 3 to ensure that:

- *pumps are working,*
- *there are no blockages to flows from the extraction trench,*
- *there are no leaks in pumping lines,*
  access to the BPO 3 infrastructure is maintained (e.g., fallen trees are cleared),
- *the SCADA logger is recording pump data (e.g., hours run, or volume pumped against time),*
- *checking water levels in the natural and created wetland areas.*

- *Flushing subsoil lines annually.*

Working with other contractors who may be engaged by Council to work on the BPO 3 (e.g., for servicing of pumps, sampling of treated groundwater, maintaining wetland plants).

- *Monitoring the state of the vegetation in the mitigation or offset wetland.*
- *Council shall likely be responsible for:*

Procurement of services for the design, consenting, construction and commissioning of the BPO 3 project infrastructure.

- *Receiving SCADA notifications for failures or errors with the leachate pumping system and acting on those notifications.*
- *Arranging for servicing of the leachate pumps.*
- *Appointing a contractor to maintain, and if required, replace the wetland plants.*

Appointing Council technicians to undertake the environmental monitoring required under the new resource consents which will be issued for the BPO 3.

- *Arranging for reporting of the environmental monitoring to be done, in accordance with the new resource consent requirements.*

10 CONTROL OF NUISANCES

10.1 Odour

With waste disposal operations having ceased, odour issues are unlikely to occur unless old refuse becomes exposed through landslip, when there is a need to excavate into the landfill, or there is a failure of the landfill gas collection system which allows discharge of landfill gas (LFG), coupled with weather conditions that do not disperse the LFG.

In the case of landslip, the area of exposed refuse must be covered as soon as possible with soil, and the slip area remediated as detailed in section 10.8.

If excavation into old refuse is required, for instance, for dealing with a leachate breakout, the following controls will be used to minimise the potential for nuisance odours:

- Consideration of alternatives.
- Timing the works to coincide with favourable meteorological conditions.
- Carrying out the work in stages to limit the area of the odour source.
- Covering odour sources if works are to be left over night.

If odour is caused by LFG, refer to the emergency response procedures in section 14.4.2.2.

The LFG system will continue to operate and will be maintained by a Landfill Gas Contractor.

Gas monitoring of the landfill surface of Area A3 will also continue periodically, as required by the resource consents. Such monitoring was not required over areas A1 and A2 and so will not be undertaken. It is considered that gas generation in those two closed landfill areas is likely to be minimal, if not completely absent. There is no evidence to date of gas egressing those areas. A precautionary approach is recommended, especially if any excavation is to occur in those areas.

10.2 Litter

With no waste being disposed of on-site, litter problems are most likely to be confined to fly-tipping at the entrance of the site.

During conducting daily/weekly inspections on-site (for the BPO 3), the Council Landfill Engineer shall remove any litter or refuse that may have been deposited at the landfill site entrance, and shall dispose of it at the transfer station, or as agreed with the Council.

If needed, the Council Landfill Engineer shall inspect the litter/refuse for any indications of its source, for instance, envelopes with addresses, and shall pass this information on to appropriate staff members at the Council.

10.3 Dust

Traffic volumes on-site are likely to be minimal, and dust is not expected to be a problem. However, there may be a need to control dust occasionally, especially during dry conditions.

Dust shall be controlled by limiting vehicle speeds and using water/emulsion spraying, as necessary.

10.4 Vermin/Cats

Council shall arrange for measures to be adopted to control vermin and cats, for implementation by the Council Landfill Engineer, or HRC. Such measures shall include a baiting and trapping programme which shall be to the satisfaction of the Regional Council Compliance Officer.

An Animal Pest Management Plan will be developed when the future end use(s) has been determined.

10.5 Seagulls

With the landfill closed, there are no available food sources for seagulls.

10.6 Noxious Plants

The Council Landfill Engineer shall inspect the landfill property regularly for noxious plants and shall take appropriate measures, such as spraying, to control them. It is expected that spraying will usually occur twice-yearly.

10.7 Leachate Breakout

The Council Landfill Engineer shall inspect the closed areas of the landfill weekly for leachate break out, settlement and other adverse environmental effects.

Leachate breakouts need to be assessed on a case-by-case basis. Typically, they are contained by digging out the affected area and filling it with a drainage medium to ensure the leachate drains back into the waste pile. Alternatively, subsoil pipes may be constructed from the breakout to the closest leachate collector pipe. The breakout area must then be repaired by resealing the capping layer and reinstating the vegetation.

A record shall be kept of the date, time, observations and any remedial action taken while carrying out regular inspections of the landfill. This record shall be made available to the Regional Council on request.

10.8 Land Slips

Land slips may occur, especially on the moderately steep side and front slopes of Area A3 and during periods of pro-longed or intense rainfall. If slips occur, they are likely to be shallow-seated and involve the clay capping and/or topsoil layers.

Land slips need to be remediated as soon as possible to limit the chance of leachate breakouts occurring and to prevent further damage to the topsoil and capping layer from stormwater flows.

The remediation required will depend on the extent and location of the land slip. In some cases, the slipped capping material may be recovered for re-use, but quite often it will be over-saturated and mixed in with topsoil and grass and cannot be used again. In this circumstances, suitable capping material and topsoil would need to be imported to site to repair the land slip. The Council should maintain a stockpile of suitable clayey capping material on-site so that remediation of slips can occur promptly. A quantity of approximately 150m^3 should be suitable and it should be located within the old borrow area, immediately to the left of the access road when driving down to Area A3.

The Council Landfill Engineer shall engage with Council in all cases where land slip occurs to agree suitable remediation. A photographic record should be kept of the event prior to, and after carrying out remediation works, and the Council Landfill Engineer shall keep records of all materials, labour and machine hours required to do the remediation. Such details should be entered on the weekly inspection logs.

11 ENVIRONMENTAL MONITORING AND REPORTING

11.1 Consent Requirements

A flow chart showing the Tasks and Assigned Responsibilities for the Environmental Monitoring is attached in Appendix P.

The Council shall appoint a contractor (or contractors) to undertake the environmental monitoring, and a consultant to undertake the reporting of the environmental monitoring.

The Council Landfill Engineer is to be aware of the general environmental monitoring and reporting requirements, since their input may be needed.

A summary of the required groundwater, surface water and leachate environmental monitoring is contained in Appendix P.

As required under the current resource consents, the results of environmental monitoring will be made available to the public. This is likely to be through Council's website.

From time to time interested parties may wish to observe how the environmental monitoring is undertaken. HDC will facilitate this through the Council Landfill Engineer.

11.2 Consent Review

As part of the consent review process, the extent of environmental monitoring shall be reviewed to ensure that it is "fit for purpose". This will entail reviewing the frequency of environmental monitoring tests, the range of parameters to be included in the indicator and comprehensive suite of tests, and the locations at which groundwater and surface water monitoring is conducted.

The following matters have been identified as areas for consideration:

- *The need for ongoing monthly monitoring of landfill leachate using the comprehensive suite of parameters.*
- *The need for monitoring of surface water location HS1.*
- *The need for continuing monthly monitoring of surface water locations HS1A, HS2 and HS3.*
- *A requirement to include the environmental monitoring of new groundwater bores 101A & B, 102, 103 and 104 in the quarterly sampling regime.*

11.3 Annual Environmental Monitoring Report

Council is required to report to HRC and the CNLG with the Annual Environmental Monitoring Report and any required quarterly monitoring results. The tables in Appendix Q provides a summary of the requirements of Council for this reporting. Note that the annual reporting requirements for the landfill gas flare under discharge permit ATH-2014015044.01 (DP 106798) are required in or at the end of June each year. Reporting activities are indicated in the table which could be increased, curtailed or reduced, on account of the landfill closure.

11.4 Other Reporting Requirements and Deadlines

In addition to the annual reporting requirements, there are other reporting requirements and deadlines to be met for various matters. These are listed in Table Q- 3 attached in Appendix Q. Reporting activities are indicated in the table which could be increased, curtailed or reduced, on account of the landfill closure.

11.5 Environmental Monitoring Requirements and Procedures

The requirements for environmental monitoring and reporting are detailed in Appendix P. Additionally, guidance is provided on the following:

- Field sampling procedures
- Sampling schedule and site plans
- Tasks and assigned responsibilities

Council has appointed a contractor to undertake the environmental monitoring work, and a consultant who does the environmental reporting.

11.6 MfE Guideline – Reduction in Environmental Monitoring Requirements

The monitoring frequency may be reduced if monitoring results remain essentially unchanged for several consecutive monitoring periods, and this will need to be discussed with HRC.

The "*MfE Guide for the Management of Closing and Closed Landfills in New Zealand (May 2001)*" provides broad guidance on recommended groundwater, surface water and landfill gas monitoring for closed landfills. The monitoring requirements vary depending on the size of the landfills and the number of years since closure. Being larger than 100,000 m^3, Levin LF would require the most extensive scope of ongoing environmental monitoring. Information from the "*MfE Guide for the Management of Closing and Closed Landfills*" is attached in Appendix R.

12 SITE RECORDS

12.1 Resource Consent Requirements

It is a requirement of the resource consent that various records be kept. Table S- 1 in Appendix S lists the records that shall be kept and maintained throughout the life of the landfill. A column has been included in the table to indicate where the requirement is now not required, given the closure of the landfill.

12.2 Recording of Information

The purpose of recording information is to provide data to assist in better management of the facilities. Information should be recorded on forms that prompt the person doing the recording to fill out appropriate information.

In general, these forms will be filled in by the Council Landfill Engineer, or other persons designated by Council, and they shall be submitted to Council for forwarding to HRC as required.

Table 9 provides a list of the records that are required. Various forms have been compiled for use, though they may be adapted by the Council to suit its mode of operations. Recording forms are provided in Appendix S of this CLMP.

Table 9: List of Information to be Recorded, Recording Frequency and Format, and Frequency to be Submitted to the Regional Council

Information to be Recorded and Format	Frequency Recorded[9]	Assigned Responsibility	Frequency Submitted to the Regional Council
Maintenance Record of Closed Landfill (no specific form)	When maintenance is carried out	Council Landfill Engineer	With Annual Report
Groundwater and Leachate Sampling (no specific form)	As required by consent conditions	Compliance and Regulatory Officer	Quarterly
Surface water sampling (no specific form)	As required by consent conditions	Compliance and Regulatory Officer	Monthly (Hōkio Stream for 2 years)
Topographic survey of Closed Landfill Area A2	Annually, close to end of June each year	Council's surveyor	With Annual Report
Landfill Inspection for Leachate Breakout, Settlement and Other Adverse Effects (see form in Appendix S)	Monthly	Council Landfill Engineer	On request, and with Annual Report
Landfill Gas Sampling of Monitoring Bores (no specific form)	Quarterly	Compliance and Regulatory Officer	With Annual Report

[9] Note: Frequency recorded is as per current resource consent conditions, which may be changed when the resource consents are reviewed.

Levin Closed Landfill Management Plan
12 SITE RECORDS

Information to be Recorded and Format	Frequency Recorded[9]	Assigned Responsibility	Frequency Submitted to the Regional Council
Landfill Gas Surface Emission Monitoring of Permanently Capped Area A3 (no specific form)	Monthly	Landfill Gas Contractor	With Annual Report
Details of Action Plan if LFG Levels exceed requirements following re-test after remediation (no specific form)	If LFG retest shows levels exceed requirements	Landfill Gas Contractor	Within 48 hours of the retest
Meteorological data in suitable data file format to allow HRC to upload it on its data management system	Continuous 1-minute data collected and averaged to 10-minute and 1-hour time periods.	Council	On request and monthly
Landfill Complaints Record (see form in Appendix S)	Within 24 hours of complaint regarding odour or dust being received, or at a time mutually agreeable with the complainant	Council Landfill Engineer	Within 5 days of a request by HRC and with Annual Report
Landfill gas monitoring results (no specific form)	When landfill gas monitoring is undertaken	Environmental Reporting Consultant	Quarterly
Ambient Odour Downwind Beyond the Site Boundary between Landfill and Residential houses (no specific form)	Monthly	Council	On request, and with Annual Report
Walkover Inspection of all landfill surfaces, including areas around the pond (see form in Appendix S)	Weekly	Council Landfill Engineer	On request, and with Annual Report
Groundwater quality in bores upgradient and downgradient of the stormwater soakage areas (no specific form)	As required by consent conditions	Environmental Reporting Consultant	Quarterly
Dates and durations of all landfill gas flare outages in excess of 48 hours and any occasions for which landfill gas is discharged un-combusted (no specific form)	Whenever an event takes place	Council	Annually in month of June
Sampling of Landfill gas extraction wellheads for a variety of parameters (no specific form)	Monthly	Landfill Gas Contractor	Within one month of monitoring being undertaken
Complaints regarding dust, odour and other contaminants (no specific form)	As occurs	Council Landfill Engineer	On request, and annually in the month of June
Incident Register (see form in Appendix S)	Same day as incident occurs and in compliance with all relevant statutes, regulations and the operations contract	Council Landfill Engineer	Within 14 days of incident. Immediately if injury involved.

13 DEALING WITH COMPLAINTS

13.1 Why It Matters

It is important that complaints about the Levin Landfill be dealt with in an appropriate and timely manner.

Firstly, it helps identify and rectify issues that may be affecting the local community, ensuring that problems are addressed promptly and effectively. This proactive approach demonstrates a commitment to caring for the local community.

Secondly, handling complaints professionally can turn a negative experience into a positive one, fostering trust and long-term relationships with the local community. It also provides valuable feedback that can help drive continuous improvement and innovation within Council.

Ultimately, addressing complaints is essential for the Council to maintain a positive reputation and achieve a sustainable, long-term outcome for Levin Landfill.

The Council has acknowledged that complaints about the landfill have not always been dealt with appropriately in the past and it is committed to a more constructive approach which avoids bureaucratic responses to complaints.

The Council adopted a Customer Service Charter (CSC) in 2023 (refer to Appendix T), signaling a more constructive approach to communicating among staff, customers and other stakeholders.

As stated in the CSC, the primary customer service objective is: *"…to answer customer questions quickly and effectively, resolve issues with empathy and care, document pain points to share with internal teams, nurture relationships, and improve credibility by delivering excellent customer outcomes…*".

As the landfill activity focusses on its closure and remediation, the Council is seeking to acknowledge the needs of the local community and will elevate the importance of addressing complaints, and not just log them.

Sections 13.2 to 13.4 below set out how the Council manages complaints through a customer relationship management application, and they also show how the processing of complaints will be done to meet the resource consent conditions.

One way in which the Council's proactive approach to complaints will be demonstrated is by ensuring that every engagement meeting (e.g., with the CNLG, PMG and any successor group) will include a mandatory report on the status of complaints that may have occurred since the previous engagement meeting.

13.2 Customer Relationship Management (CRM) Application

Council is using a CRM application supplied by CIVICA to action formal complaints.

Council will respond to public enquiries originating from emails, phone calls and after-hours service.

The CRM system is designed to comply with Department if Internal Affairs (DIA) mandatory requirements for reporting complaints relating to water, wastewater and stormwater.

Whilst landfill odour is not a DIA-mandatory reporting requirement, it is dealt with using the same CRM system. The system contains drop-down menus to select the appropriate people to respond to a particular enquiry, and there are checks within the system to enable timelines to be set for replying to an enquiry.

If the timelines for replying are not met then there is an escalation mechanism to allow the enquiry to be moved to a tier manager and if that fails, then further escalations settings are enabled to move the enquiry further up the chain of command.

13.3 Complaints Record

Resource consent conditions require the Council to maintain a record of complaints, including:

- name, contact details, including email address, phone number and address of complainant,
- nature of complaint,
- date and time of complaint and alleged event,
- weather conditions at the time of the event,
- the activities that were occurring on the site at the time, and
- any action taken in response to the complaint.

In response to a complaint and upon request by the Regional Council, the Council shall keep a record of the following information in its complaints record:

- the cause or likely cause of the event and any factors that influenced its severity,
- any action taken in response to the complaint, including the nature and timing of any measures implemented by the Council to avoid, remedy or mitigate any adverse effects, and
- the steps to be taken in the future to prevent re-occurrences of similar events should this be necessary.

13.4 Air Quality Complaints

Specific resource consent conditions deal with air quality complaints. In terms of these, the Council shall nominate an odour certified person to manage any air quality complaint received, and shall provide the Regional Council with the following information:

- the liaison person's name and contact details,
- a landline telephone number,
- a cell phone number, and
- email address.

The certified person shall be available to respond to any complaint received from a member of the public regarding odour or dust originating from the landfill site and investigate it as soon as practicable and within 24 hours of the complaint being received, or at a time mutually agreeable with the party making the complaint.

The Council shall notify the Horizons Pollution Hotline (0508 800 800) and the Mid-Central District Health Board's Medical Officer of Health[10] as soon as practicable after becoming aware of any offensive or objectionable odour emanating beyond the boundaries of the landfill site. The following information shall be provided to the Regional Council Consents Monitoring Officer:

- an explanation as to the cause of the incident,
- details of any remedial and follow-up actions taken,
- the wind speed and wind direction measured at the landfill at the time of the incident, as measured at the site weather station required by condition 4(p) of discharge permit ATH-2002003984.02 (formerly DP 6011), and
- details of the activities that were occurring on site at the time.

13.5 Reporting to HRC

Council shall undertake to call the Horizons Pollution Hotline or Consents Monitoring Team as soon as it receives a complaint.

13.6 Annual Reporting

Complaints regarding dust, odour and other contaminants are to be reported as they occur and are to be included in the annual June report submitted for the landfill gas flare.

[10] As currently required by resource consent condition 8C of ATH-2002003984.02 (Discharge Permit 6011).

14 EMERGENCY RESPONSE

14.1 Emergency Response Procedures

These emergency response procedures provide instructions on whom to contact and what to do in case of an emergency that may occur at the Levin LF during normal day time work hours or after hours. The procedures summarise typically what activity triggers the emergency, provides contact names, and numbers, and identifies who else needs to be informed. Contingency plans for each of the possible emergency situations are provided where necessary in this section.

Types of emergencies covered include fire, landfill gas, leachate and stormwater systems failures, failure of roading or landfill access, and an earthquake situation.

It is assumed that all the Council Landfill Engineer will respond to the emergency situations, and will have access to appropriate equipment, will be appropriately trained in first aid, and will comply with Health and Safety Regulations.

Steps to be taken in the event of a serious incident/dangerous occurrence.

- Ensure that the safety of other personnel is not endangered.
- Make sure anyone injured or suspected of injury has received medical attention if necessary.
- Any incident including near misses whilst on-site is to be reported immediately to Council's Site Representative.
- Any incident including near misses are to be reported (Incident Register Form is included in Appendix S), recorded and investigated.
- Do not interfere with the accident scene without the permission of the relevant Occupational Health and Safety Authority, except to make the site safe.

14.2 Quick Reference Guide for Key Emergency Contacts

A quick reference guide and contact information for key emergency contacts is available in Appendix U.

Contacts for each organisation are listed in the order in which they should be contacted.

Table 10 below provides a summary of who needs to be contacted depending on the type of emergency.

Table 10: Emergency Contact Matrix

Incident	HDC – Solid Waste Manager	HRC Compliance	Council Landfill Engineer	Landfill Gas Contractor	Fire and Emergency NZ	Pump Maintenance Contractor	Hazwaste
Fire							
Landfill Gas Issues							
Leachate System Failure							
Stormwater System Failure							
Access Failure							
Earthquake							
Contact Priority							
Immediate contact							
Immediate contact, if required							
Contact within 24 hours							
Notify							

14.3 Fire

14.3.1 Fire Contact Details

Activity: Any fire at the site must be treated as an emergency.

Contact the following in order of priority (see Appendix U for contact numbers):

- Fire and Emergency NZ (FENZ)
- Horowhenua District Council (24 hours)
- Council Landfill Engineer
- Landfill Gas Contractor
- HRC Compliance
- Hazwaste Contractor (if needed)

14.3.2 Contingency Plan for Control of Landfill Fires

14.3.2.1 Introduction

Landfill fires contain potentially extra hazards for fire fighters. Urban Fire Brigades will have breathing apparatus and the correct protective clothing and are equipped and trained to deal with hazardous chemical type fires.

14.3.2.2 Overview

In summary, fire control activities should be carried out by Fire and Emergency NZ's brigades called out by dialling 111. Location is 665 Hōkio Beach Rd, Levin.

14.3.2.3 Control of Surface Fires

The assistance and advice of the Fire and Emergency NZ should be sought when fighting landfill fires. A fire extinguisher will always be carried on machines.

In most cases, the best way to control and extinguish a surface fire is to smother it with large volumes of wet or damp soil or other cover material. Work progressively inwards from the edges of the fire to slowly cover and compact the area. Then allow it to cool before moving the material to its final location.

Such an operation can take time, especially if the fire is a large one. It is suggested that the fire controlling authority initially wet the area and extinguish any flames. Once the area is wetted and cooled, it should be covered as quickly as possible.

Alternatively, a fire may be fought by conventional methods and where a fire is not completely extinguished, refuse will be excavated to the base of the fire so that water may be applied more effectively.

Vehicles and machinery on site for firefighting (or refuse) purposes should never be taken over areas of concern until the areas have been completely checked by the Council Landfill Engineer for risk of surface collapse and engulfment.

14.3.2.4 Control of Deep-Seated fires

Extinguishing deep-seated fires is usually beyond the capability of most common landfill plant, and to attempt to dig them out with inappropriate plant may make the situation worse by admitting air and exposing previously buried or encased hazardous substances.

In the event of a deep-seated fire, the area should be marked out and then surcharged with large volumes of sand. This minimises the number of outlets for gases to escape and reduces the influx of air to the area, thus containing the problem as far as is possible. For active landfills the area must be checked daily by the landfill operator for heat, smoke, cracking, subsidence and carbon monoxide in the landfill gas vents. Fire-fighting measures must be put into action before there is any significant fire breakthrough.

If there is a deep-seated fire, then the leachate riser pipe should be temporarily capped as this will serve as a chimney for combustion products to escape or for air to be drawn in. Plugging all outlets will reduce combustion and assist in extinguishing the fire. The flare will be required to be turned off and isolating inlet valves closed.

It is necessary to isolate the area to stop a deep-seated fire spreading further. It may be necessary to excavate deep trenches beyond the burning area and backfill them with soil, preferably clay, to create a barrier around the fire.

It may be possible for the Fire and Emergency NZ to extinguish a deep-seated fire by pumping an inert gas (for example, nitrogen) into the landfill. Specialist engineering and fire advice must be sought if such an option is considered.

14.4 Landfill Gas

14.4.1 Landfill Gas Contacts

Activity: (a) Fire – treat as per FIRE contingency; (b) Excessive odour or smell.

For (a), contact as for FIRE, for (b) contact the following in order of priority (see Appendix U for contact numbers):

- Horowhenua District Council (24 hours)
- Landfill Gas Contractor
- Council Landfill Engineer
- HRC Compliance

14.4.2 Contingency Plan for Landfill Gas Problems

14.4.2.1 Landfill Gas Problem from Fire

With all areas of landfill being capped, the most likely cause of fire in the landfill will be spontaneous combustion on account of entry of air into the landfill.

This is also more likely in Area A3 where wastes have been placed more recently (i.e., are actively degrading) and the landfill gas network induces a negative pressure on the landfill, which could draw air into the landfill if the landfill cap is breached.

Treat the situation as described in section 14.3.2 regarding Fire Emergency Procedures.

14.4.2.2 Landfill Gas Problem from Odour

If an abnormal amount of gas/odour is identified (by smell) then the Landfill Gas Contractor needs to be contacted. The Landfill Gas Contractor should confirm the presence of landfill gases with a personal alarm gas detection unit and:

- Locate the source of the abnormal gas/odour and then apply an extra layer of cover if safe to do so.
- Report the incident and action taken.

If the abnormal smell/odour persists then the site should be checked out with a gas analysing-meter. As a result of landfill gas being heavier than air, caution should be taken when entering low lying areas in calm conditions. Contact HDC on 06 366 0999. If required, a contractor with the appropriate equipment will be instructed to investigate the situation.

Note: there are strict requirements (OSH) which must be followed prior to any consideration being given to entering a manhole or confined space.

14.5 Leachate

14.5.1 Leachate System Failure

Activity: If the pump system fails or there is a break or blockage in the piped system or there is a possibility of the leachate collection and receiving manholes overflowing, then the Council Landfill Engineer shall contact HDC and the Pump Maintenance Contractor (Local Waters) immediately. If leachate break occurs on the landfill face, then the Council Landfill Engineer shall contact HDC. In both cases, HRC shall be notified of the occurrence.

Contact the following in order of priority (see Appendix U for contact numbers):

- Horowhenua District Council (24 hours)
- Council Landfill Engineer
- Pump Maintenance Contractor- Local Waters team
- HRC Compliance

14.5.2 Contingency Plan for Leachate System Failure

14.5.2.1 Introduction

Even though the landfill areas are capped, leachate will continue to be generated as organic matter in the waste breaks down, and the waste mass compresses. In closed landfill Area 3 the leachate is collected through a gravel drainage layer and perforated collection pipes transfer the leachate by gravity to a collection manhole. The leachate is then pumped to a manhole adjacent to the pond via a rising main. From here, the leachate is pumped to the Levin WWTP via a rising main that runs along Hōkio Beach Road. No leachate collection occurs in closed landfill Areas 1 and 2.

14.5.2.2 Possible Modes of Failure

- Leachate collection pipe becomes blocked preventing leachate flow out of one stage of the landfill. With time this would cause leachate levels to rise within the landfill until it reached a point where it flows out over the surrounding toe bunds.
- Submersible pump in the leachate collection manhole fails to operate.
- Leachate rising main becomes blocked.
- Pump at the pond fails to activate and there is a danger that the manhole next to the pond will overflow.

14.5.2.3 Action to be Taken

14.5.2.3.1 Leachate Collector Lines Become Blocked

Excavate a sump within the landfill, behind the permanent bund, and place a pump in the sump to drain leachate directly to the leachate manhole.

Engage a contractor to put a CCTV camera up leachate line to determine the reason for the blockage, then engage a contractor to jet-flush the leachate collection line.

14.5.2.3.2 Submersible Pump Fails or On-site Leachate Rising Main Becomes Blocked

Contact HDC's Pump Maintenance Contractor (Local Waters) who are responsible for maintenance of leachate infrastructure assets on the landfill. Note that specialist breathing apparatus is needed for accessing the leachate collection manhole.

Install temporary submersible pump, if needed, or use a tanker truck to lower the level of leachate within the manhole.

14.5.2.3.3 Pond Manhole Pump fails to Activate

The Council Landfill Engineer shall contact HDC who will arrange for the Pump Maintenance Contractor (Local Waters servicemen) to make the necessary repairs to the pump.

Presently, leachate is pumped directly into the manhole, bypassing the pond. If needed, the pond can be used for storage of leachate.

If pond levels become critical the leachate submersible pump at the landfill collection chamber can be switched off for a period, provided the level of leachate within the chamber is monitored and not allowed to reach critical levels.

Leachate can be conveyed directly by tanker to the Levin WWTP as a contingency measure to dispose of leachate.

14.6 Stormwater

14.6.1 Stormwater System Failure

Activity: Failure of the landfill capping could result in leachate contaminating stormwater runoff, which could contaminate the stormwater soakage system. If this occurs, then treat it as an emergency. If not, then treat as routine landfill maintenance.

Contact the following in order of priority (see Appendix U for contact numbers):

- Horowhenua District Council (24 hours)
- Council Landfill Engineer
- HRC Compliance

14.6.2 Contingency Plan for Stormwater System Failure

14.6.2.1 Introduction

The stormwater system is designed to deal with rainfall that falls onto the capped landfill areas, and other parts of site.

On the side slopes and front faces, swale drains direct clean stormwater flow into inter-dune depressions located adjacent to the close landfill areas.

14.6.2.2 Possible Modes of Failure and Action Required

A failure of the capping layer could allow leachate from the closed landfill areas to escape and enter the stormwater system. This would result in some leachate entering and contaminating the stormwater soakage areas.

The following actions are to be taken:

- Repair the area of capping that has been damaged. This may involve excavating into the waste pile to drain a leachate breakout back into the waste pile before reinstating the capping layer by sealing the surface of the landfill with clayey material. Any excavated waste material needs to be transported to the refuse transfer station, as agreed between the Council Landfill Engineer and the Council.
- Test the water in the soakage area and if significant contamination has occurred, pump the contents of the stormwater soakage area into a tanker truck for discharge into the pond, from where it will be pumped to the Levin WWTP.

14.6.2.3 Responsibilities

- In the first instance, the Council Landfill Engineer should inspect the problem and if he can deal with it – repair it or make it safe.
- Should the problem be beyond the capability of the landfill contractor, or if the Council Landfill Engineer is not available then Council's Environmental Engineer should be contacted who arrange for the site to be made safe.

14.7 Roading Access

14.7.1 Failing of Roading or Access to Landfill

Activity: If for any reason vehicle access to the landfill will not be available for longer than 48 hours, then the consequences could be:

The Council Landfill Engineer will not be able to carry out their daily activities required for the BPO 3 project and other inspections of the closed landfill areas.

- Should one of the other emergency situations occur, then alternative means of accessing the landfill site would need consideration.

Contact the following in order of priority (see Appendix U for contact numbers):

- Horowhenua District Council (24 hours)
- Council Landfill Engineer
- HRC Compliance
- Landfill Gas Contractor
- Pump Maintenance Contractor

14.7.2 Contingency Plan for Failure of Roading/Landfill Access

14.7.2.1 Introduction

The landfill has an all-weather road access to ensure that vehicles can enter and leave the landfill safely.

The situation that will lead to an emergency is when there is an unplanned failure that will take more than 48 hours to restore and this limits the ability of the Council and its contractors to access the landfill to respond to a fire, or other emergency.

14.7.2.2 Probable Mode of Failure and Action Required

The most likely cause of failure will be wide-spread flooding because of very extreme and sustained rainfall. This could create roading problems usually over a wide area and therefore put an abnormal demand on the Council and their contractors.

The following actions are to be taken:

- Determine whether the access has been blocked by a failure on the landfill site or on a Council public road.
- If possible (by 4-wheel drive or on foot), inspect the landfill for other damage such as erosion to the landfill and check the stormwater, leachate system and ponds for stability, flooding etc. and determine if any of the other emergency situations have occurred and respond according to those emergency procedures.

14.7.2.3 Responsibilities

In the first instance, the Council Landfill Engineer should be contacted (who will have access to some heavy construction equipment) to assess the situation.
If the situation is beyond the capability of the Council Landfill Engineer, or, if the Council Landfill Engineer is not available then the Council's Environmental Engineer should be contacted who will arrange for the Council Roading Network Maintenance Contractor to assist with the assessment and reinstatement of the access.

Note: The recording of the damage/access block by photographs and field notes are important for the Council to identify possible emergency claims and verify invoices post the emergency.

14.8 Earthquake

14.8.1.1 Activity

Following any notified earthquake in the Horowhenua District Council, the landfill shall be inspected for damage by the Council's Landfill Engineer.

The landfill geometry has been designed to withstand the design earthquake situation.

It is possible however, that one of the other facilities at the landfill mentioned within this document (e.g., leachate or stormwater system) may have been damaged.

14.8.1.2 Responsibility

Contact the following in order of priority (see Appendix U for contact numbers):

- Horowhenua District Council (24 hours)
- Council Landfill Engineer
- HRC Compliance
- Landfill Gas Contractor
- Pump Maintenance Contractor

The Council Landfill Engineer shall within 12 hours of being notified of an earthquake, carry out an inspection of the key services at the landfill and if any damage is found, then determine whether the response required is an emergency as per this document.

Note: If a Civil Defence Emergency situation arises, the Council Landfill Engineer shall report their findings to the Civil Defence team.

Levin Closed Landfill Management Plan

Appendices

Appendix A LANDFILL DRAWINGS

A.1 Closed Landfill Areas Definition Drawings

Figure A- 1: Definition of relevant landfill areas from Fig. 2 of the Levin landfill resource consent application documents, 1995. Note, extents of areas are approximate (source: Google Earth).

Figure A- 2: Definition of existing and new landfill areas from Fig. 1 of the Levin Landfill resource consent decision, 2002. Note, extents of areas are approximate (source: Google Earth).

Figure A- 3: Combining the areas shown on Figures A-1 and A-2. Note, extents of areas are approximate (source: Google Earth).

Figure A- 4: Delineating areas of old, unlined landfill (Areas A1 and A2), and area of new, lined landfill (Area A3). Note, extents of areas are approximate (source: Google Earth).

Figure A- 5: Definition of areas used within this CLMP (source: Google Earth).

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

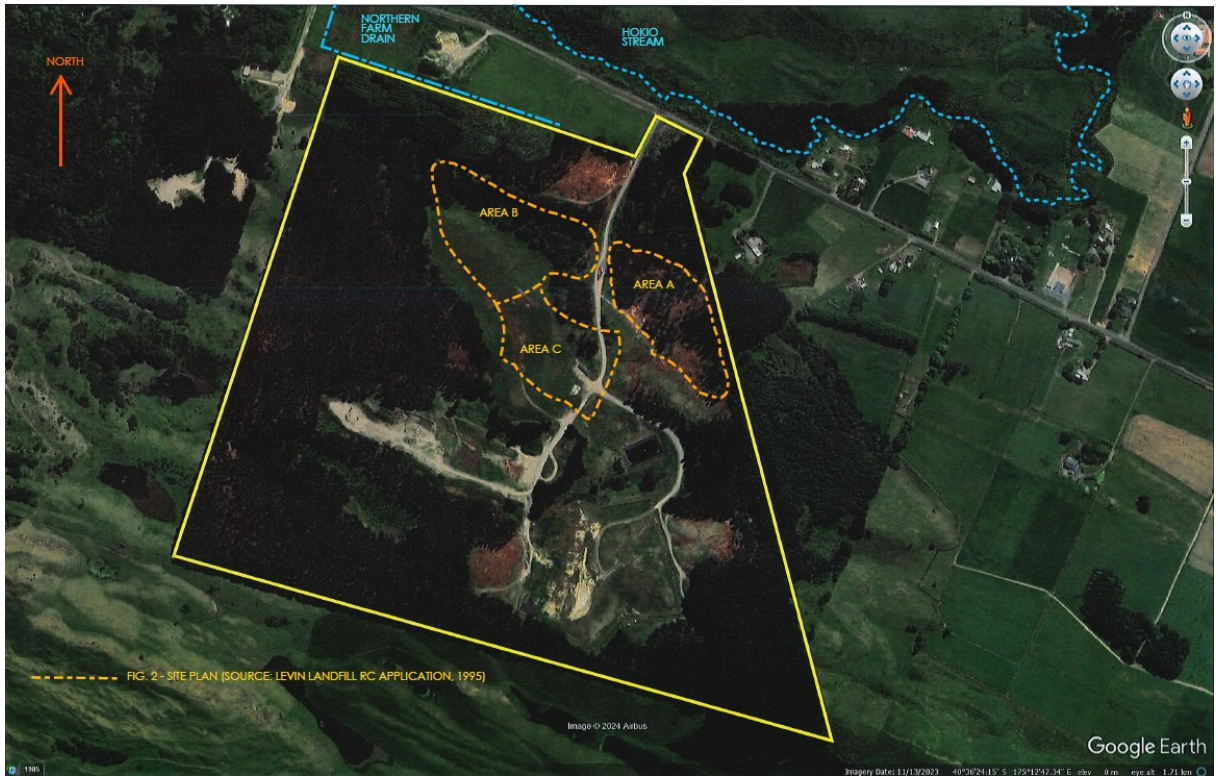


Figure A- 1: Definition of relevant landfill areas from Fig. 2 of the Levin landfill resource consent application documents, 1995. Note, extents of areas are approximate (source: Google Earth).

Area A is the old (original) landfill, Area B is the existing landfill (as at 1995), and Area C was the composting area (as at 1995).

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS



Figure A- 2: Definition of existing and new landfill areas from Fig. 1 of the Levin Landfill resource consent decision, 2002. Note, extents of areas are approximate (source: Google Earth).

Area A is the existing unlined landfill (as at 2002), including a small area to the east of the access road, and Area B is the area proposed for the development of the new lined landfill.

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

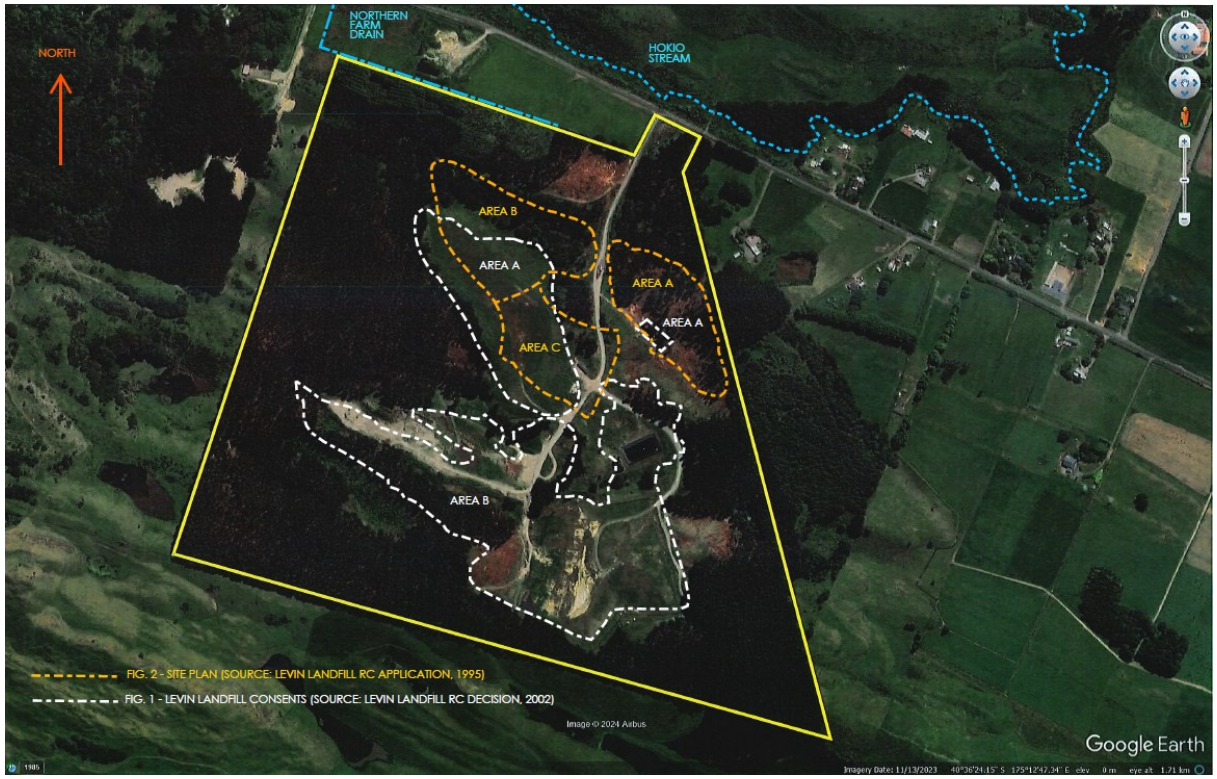


Figure A- 3: Combining the areas shown on Figures A-1 and A-2. Note, extents of areas are approximate (source: Google Earth).

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

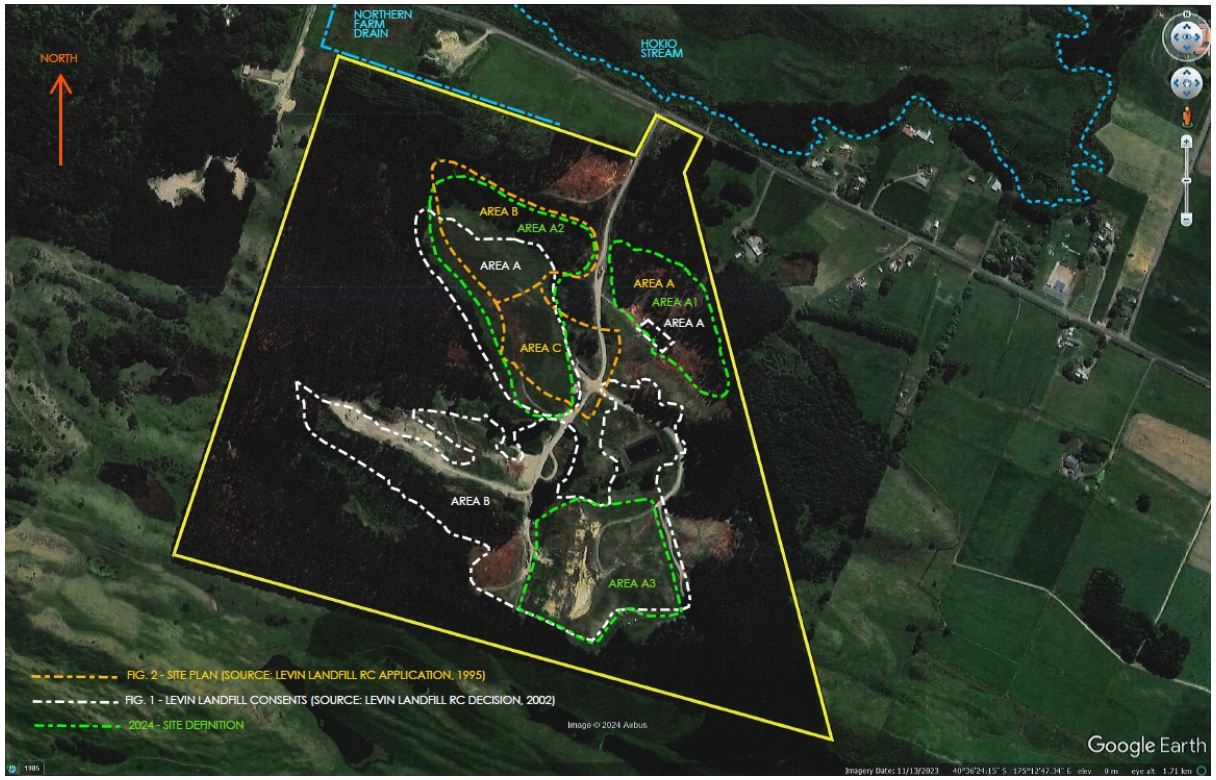


Figure A- 4: Delineating areas of old, unlined landfill (Areas A1 and A2), and area of new, lined landfill (Area A3). Note, extents of areas are approximate (source: Google Earth).

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

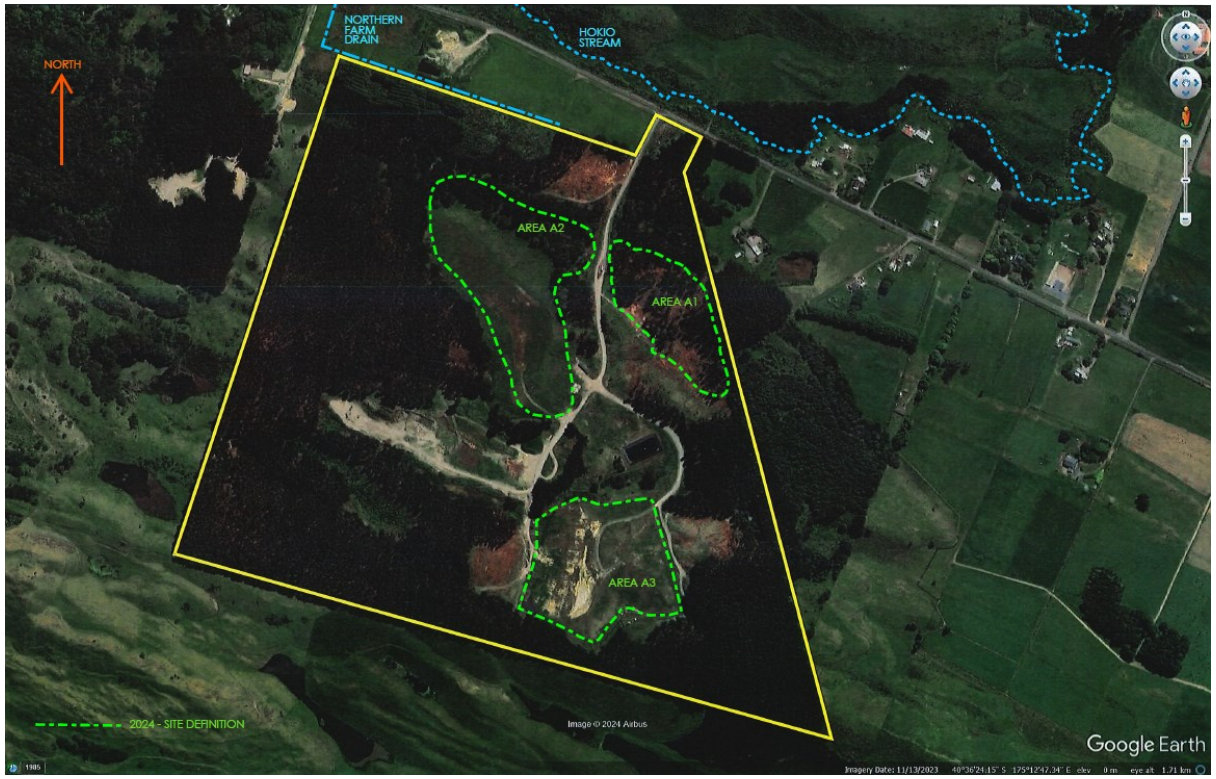


Figure A- 5: Definition of closed landfill areas used within this CLMP (source: Google Earth).

Area A1 is the original unlined landfill (1950s – 1990s); Area A2 is the successor unlined landfill (1970s to 2004), Area A3 is the new, lined landfill (May 2004 – October 2021).

A.2 General Site Plan

310101088-19-001-G001/F: Levin Landfill – Monitoring Bores, Soil Sampling locations & Borrow Areas – Site Plan, Locations and Details

A.3 Leachate Collection Network Drawings

Figure A- 6: Leachate collection network (diagrammatic).

Figure A- 7: Photographs of the leachate collection infrastructure.

Figure A- 8: Diagrammatic sketch of the pipe connections to the leachate collection manhole.

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

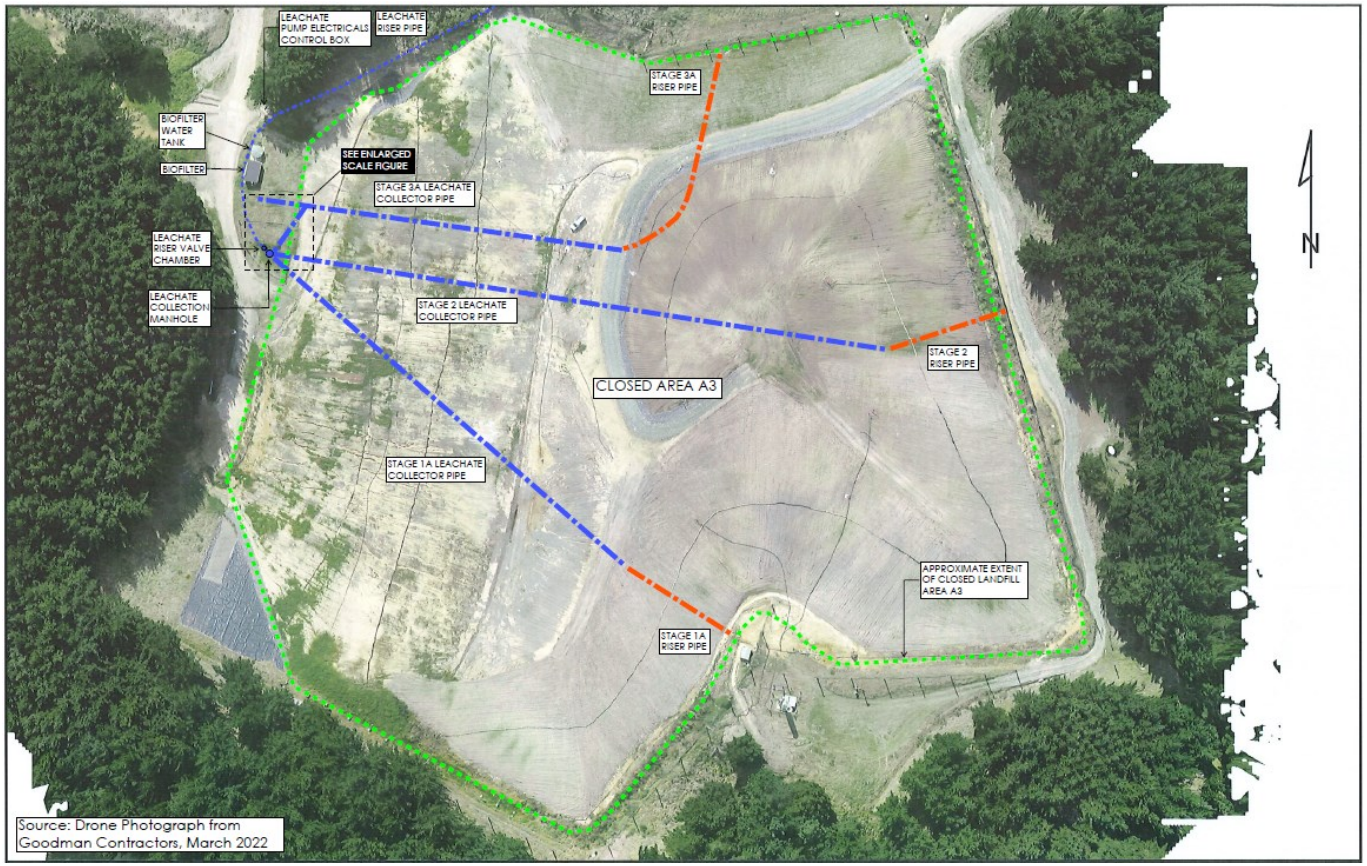


Figure A- 6: Leachate collection network (diagrammatic)

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS


Leachate collection manhole


Leachate collection manhole and valve chamber


Riser pipe for Stage 1A next to shed


Riser pipe for Stage 2


Riser pipe for Stage 2 near U-bend in LFG pipe


U-bend in LFG pipe is at the 9th pole along


Upper end of riser pipe for Stage 3A


Lower end of riser pipe for Stage 3A

Figure A- 7: Photographs of the leachate collection infrastructure.

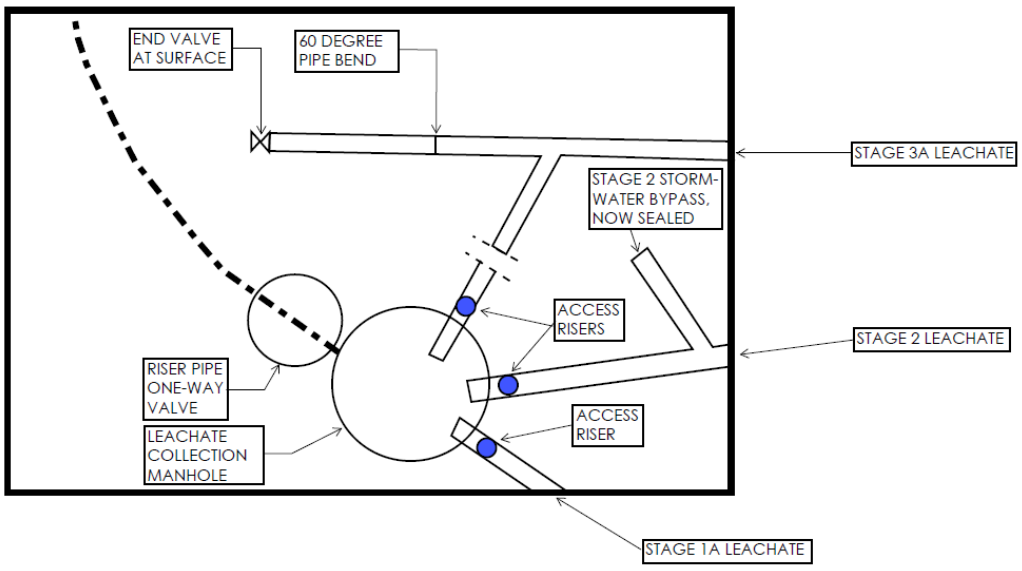


Figure A- 8: Diagrammatic sketch of the pipe connections to the leachate collection manhole

A-9

A.4 Leachate Pumping and Irrigation System Drawings

Z1518103/C003/1: Leachate Irrigation and Recirculation System Upgrade – Stage 1 Distribution Pipework Details

Z1518103/C100/AB: Leachate Transfer Pipeline - General Layout

Z1518103/C101/AB: Leachate Transfer Pipeline - Plan of Pipe Route Sheet 1

Z1518103/C102/AB: Leachate Transfer Pipeline - Plan of Pipe Route Sheet 2

Z1518103/C103/AB: Leachate Transfer Pipeline - Plan of Pipe Route Sheet 3

Z1518103/C110/AB: Leachate Transfer Pipeline – Typical Details and Valve Schematics

Z1518107/G004/1: Leachate System – Site Plan

Z1518109/C200/A: Stage 2 Leachate Reticulation – Leachate Line Layout

A.5 Closed Landfill Area A3 - Stage 1A Drawings

88471-06/5/1: Site Plan

88471-06/6/1: Proposed Site Works

88471-06/7/1: Access Road Horizontal and Vertical Layout

88471-06/8/1: Phase 1 of Stage 1 Landfill Cell

88471-06/9/1: Leachate Pond Plan and Setting Out Details

88471-06/10/1: Leachate Collection and Disposal System Typical Sections (1)

88471-06/11/1: Leachate Collection and Disposal System Typical Sections (2)

A.6 Closed Landfill Area A3 - Stage 2 Drawings

Z1129601/C004/1: Existing Site Plan

Z1129601/C005/1: Site Works

Z1129601/C006/1: Details of Proposed Development of Stage 2

Z1129601/C007/1: Details and Cross Sections – Sheet 1

A.7 Closed Landfill Area A3 - Stage 3A Drawings

80500663-01-001-C002/0: Existing Site Plan

80500663-01-001-C003/0: Landfill Earthworks Plan

80500663-01-001-C004/0: Leachate Pipe Layout

80500663-01-001-C005/0: Landfill Slope Bench Details

80500663-01-001-C006/0: Landfill Liner Construction Details

80500663-01-001-C007/0: Landfill Leachate Collection Pipe Details

A.8 Closed Landfill Area A3 - Stage 3B Drawings

80500663-01-001-C010/1: Extent of Stage 3B Lining

80500663-01-001-C011/1: Existing Landfill Slope Bench Details

80500663-01-001-C012/1: Stage 3B Side Slope Construction Details

A.9 Closed Landfill Area A3 - Stage 3C Drawings

80500663-01-001-C020/1: Extent of Stage 3C Lining

80500663-01-001-C021/1: Existing Landfill Slope Bench Details

80500663-01-001-C022/1: Stage 3C Side Slope Construction Details

A.10 Closed Landfill Area A3 - Landfill Gas Wells and Collection Network

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

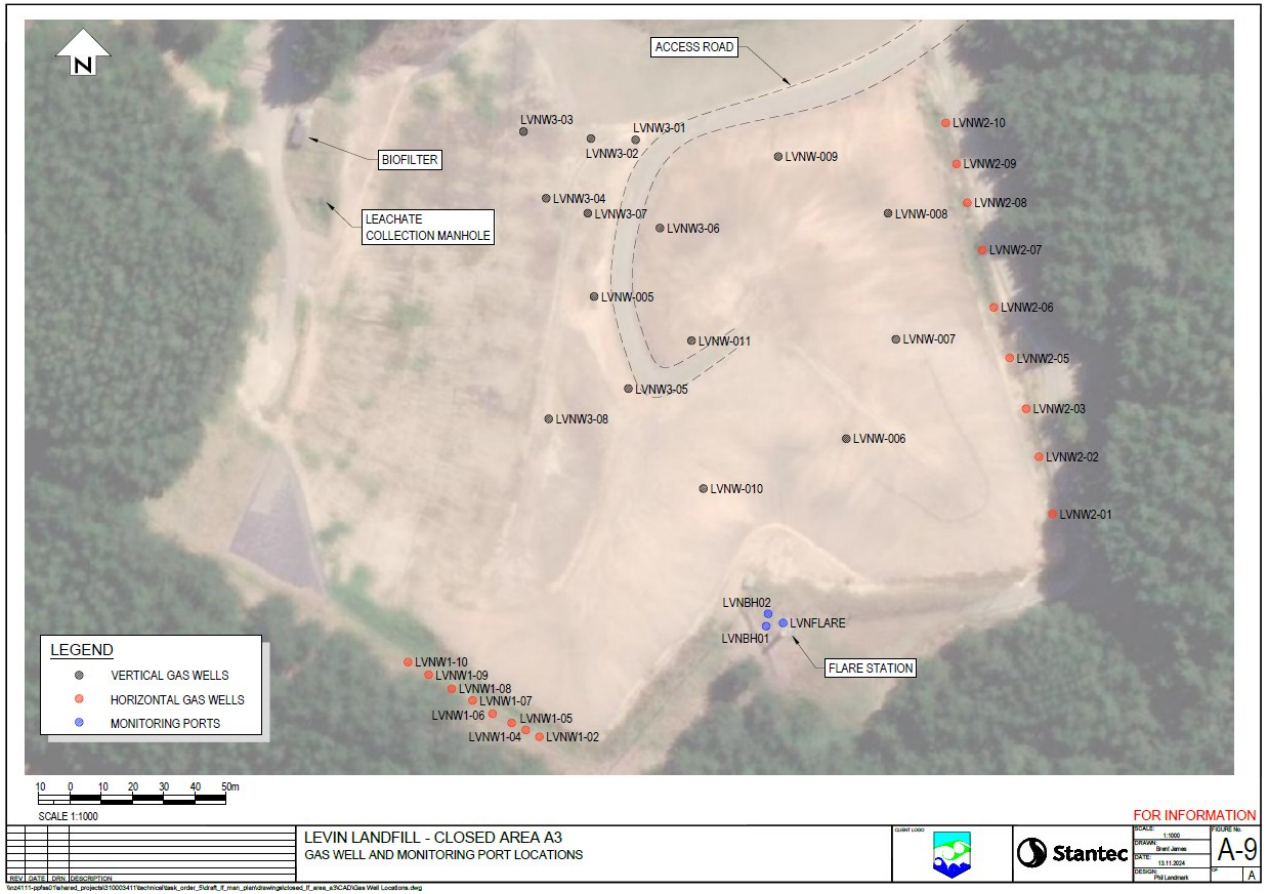


Figure A- 9: Gas Well and Monitoring Port Locations

A.11 Closed Landfill Area A2 - 2010 Capping Details

Z1518109/C150/1: Landfill – Area A – Existing Site Plan as Surveyed in July 2010

Z1518109/C151/1: Landfill – Area A – Stripped Area of Footprint Setout

Z1518109/C152/1: Landfill – Area A – Finished Contour Setout

Z1518109/C153/1: Landfill – Area A – Typical Sections & Finished Contour Point Setout Table

Z1518109/C160/1: Landfill – Area A Site Plan – Showing Depth of Excess or Required Cover on Landfill

Z1518109/C161/1: Landfill – Area A Site Plan – Depth of Cover in Excess of Required 0.7m Cover

A.12 Closed Landfill Area A2 - 2023 Capping Details

Figure A- 10: Concept Plan for Re-capping Area A2 - 2023



Figure A- 10: Concept Plan for Re-capping Area A2 – 2023

A.13 Closed Landfill Area A2 - Survey Benchmarks and Monitoring

Figure A-11: Drone Photograph of Closed Area A2 from January 2024 (not to scale).

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

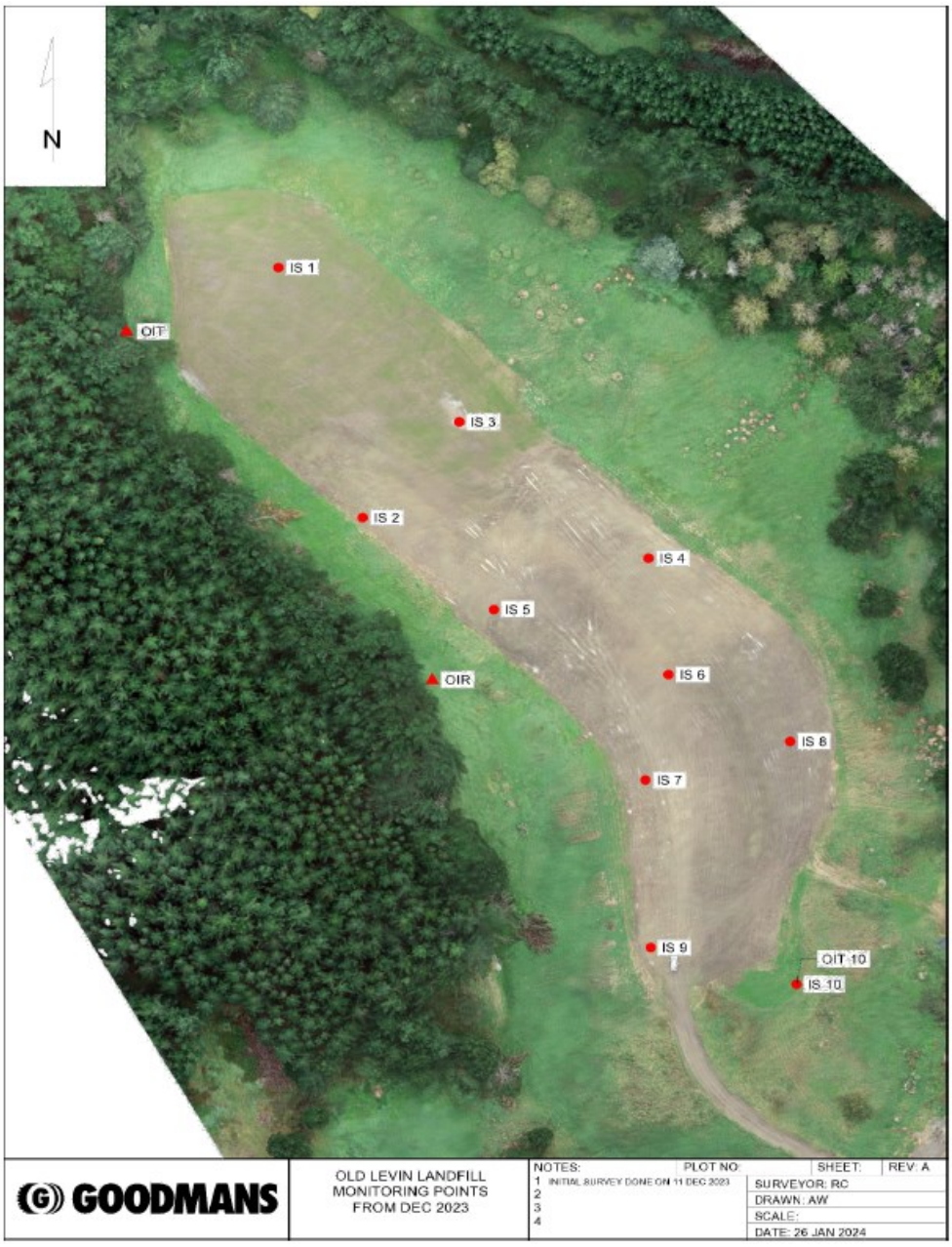


Figure A- 11: Drone Photograph of Closed Area A2 from January 2024 (not to scale)

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

Old Levin Landfill Monitoring Data since recapped in 2023

Survey on 11 December 2023 (Hor datum = Wang2000 Vert datum = local))

Survey Mark	Easting	Northing	Elevation	Description
IS1	376478.648	759713.597	99.857	Iron spike in conc 50mm below ground level
IS2	376503.377	759632.469	99.440	Iron spike in conc 50mm below ground level
IS3	376531.744	759663.530	101.273	Iron spike in conc 50mm below ground level
IS4	376587.312	759619.259	102.457	Iron spike in conc 50mm below ground level
IS5	376541.883	759602.603	100.525	Iron spike in conc 50mm below ground level
IS6	376593.185	759581.564	101.783	Iron spike in conc 50mm below ground level
IS7	376586.386	759547.354	101.163	Iron spike in conc 50mm below ground level
IS8	376628.900	759559.912	103.182	Iron spike in conc 50mm below ground level
IS9	376587.953	759493.063	100.917	Iron spike in conc 50mm below ground level
IS10	376630.758	759481.113	101.646	Iron spike in conc 50mm below ground level
OIT10	376630.649	759481.231	101.575	Iron tube 300mm below ground level from previous monitoring previous level = 101.619

Control Points				
OIR	376523.769	759579.650	100.000	Iron rod 200mm below ground level
OIT	376433.977	759692.587	105.026	Iron Tube 300mm above ground level

Figure A- 12: Monitoring Data of Closed Landfill Area A2 from December 2023.

Survey on 22 August 2024 (Hor datum = Wang2000 Vert datum = local))

Survey Mark	Easting	Northing	Elevation	Description
IS1	376478.652	759713.598	99.843	Iron spike in conc 50mm below ground level
IS2	376503.379	759632.480	99.432	Iron spike in conc 50mm below ground level
IS3	376531.749	759663.529	101.254	Iron spike in conc 50mm below ground level
IS4	376587.323	759619.267	102.442	Iron spike in conc 50mm below ground level
IS5	376541.897	759602.604	100.522	Iron spike in conc 50mm below ground level
IS6	376593.199	759581.571	101.780	Iron spike in conc 50mm below ground level
IS7	376586.386	759547.362	101.155	Iron spike in conc 50mm below ground level
IS8	376628.924	759559.916	103.170	Iron spike in conc 50mm below ground level
IS9	376587.977	759493.075	100.905	Iron spike in conc 50mm below ground level
IS10	376630.780	759481.123	101.641	Iron spike in conc 50mm below ground level
OIT10	376630.674	759481.234	101.569	Iron tube 300mm below ground level from previous monitoring previous level = 101.619

Survey Mark	E	N	Z
IS1	0.004	0.001	-0.013
IS2	0.002	0.011	-0.007
IS3	0.005	-0.001	-0.019
IS4	0.011	0.008	-0.015
IS5	0.015	0.001	-0.003
IS6	0.014	0.007	-0.003
IS7	0.000	0.008	-0.007
IS8	0.024	0.005	-0.011
IS9	0.024	0.012	-0.011
IS10	0.022	0.010	-0.004
OIT10	0.025	0.003	-0.006

Figure A- 13: Monitoring Data of Closed Landfill Area A2 from August 2024.

A.14 Closed Landfill Area A3 - Stage 2 Intermediate Capping Drawings

80500663-01-001-C025/1: Intermediate Cover Levels and Setout Details

80500663-01-001-C026/1: Intermediate Cover Depth Contour Plan

80500663-01-001-C027/1: Capping Layout Plan

80500663-01-001-C027/1: Stage 2 Capping Details

A.15 Closed Landfill Area A3 – Final Capped Contour Levels

Levin Landfill Capping – Finished Contours – Drone Flight on 30 March 2022 – Goodman Contractors

LiDAR information showing grades on Closed Landfill Area A3

A.16 Closed Landfill Areas A1, A2 and A3 – Applied Capping Treatment

Figure A-14: Plan showing the different capping treatments applied to the closed landfill areas, according to the requirements of the time

Levin Closed Landfill Management Plan
Appendix A LANDFILL DRAWINGS

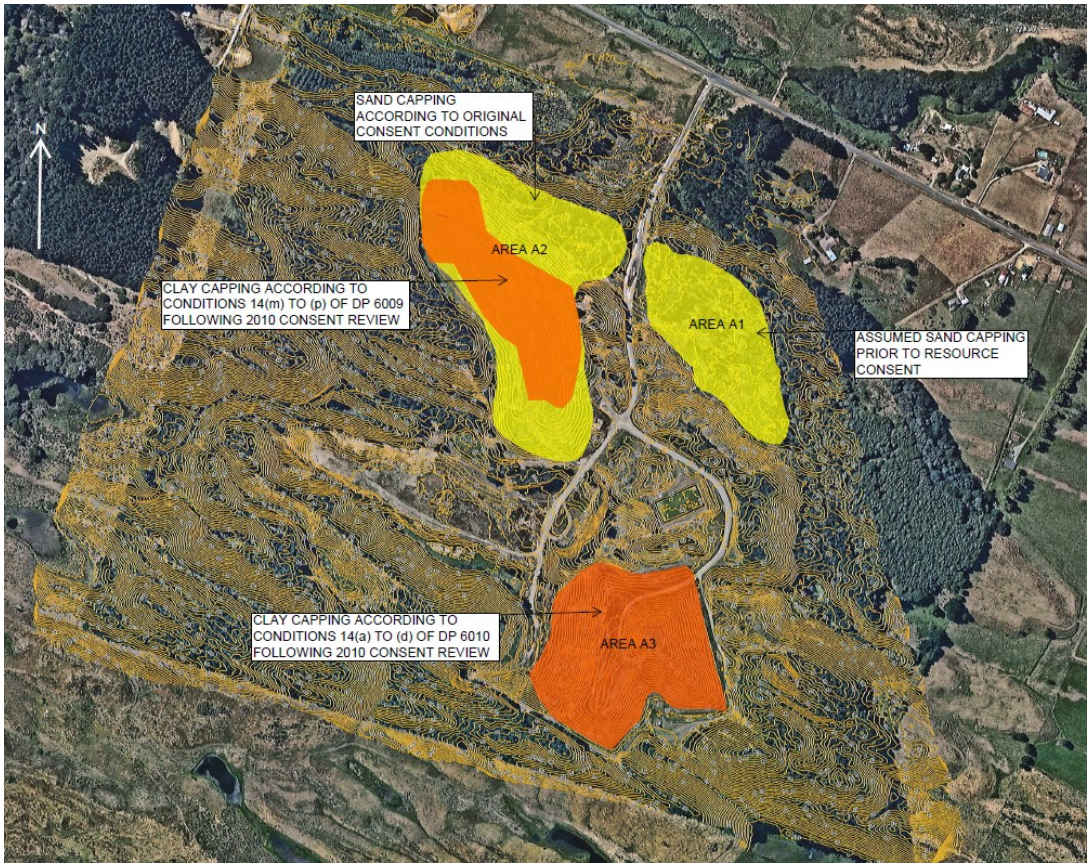


Figure A- 14: Plan showing the different capping treatments applied to the closed landfill areas, according to the requirements of the time.

A.17 Leachate Best Practicable Option Project Drawings

Appendix B RESOURCE CONSENTS

Levin Landfill Resource Consent Conditions (note: these are the latest available from Horizons Regional Council and reference the original discharge permit numbers). Table B.1 – Cross referencing of the Table of Contents of this CLMP with the resource consent conditions

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Table B- 1: Table of Contents Cross-referenced with Resource Consent Conditions

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
DOCUMENT CONTROL			DP 6009 cond. 35 d. iv
SUMMARY OF DOCUMENT REVIEW			
ABBREVIATIONS			
GLOSSARY			
	Terms commonly used throughout this Closed Landfill Management Plan		
	Definitions		
1 INTRODUCTION & BACKGROUND			
	1.1 Purpose of this Closed Landfill Management Plan		
	1.2 Status of this Closed Landfill Management Plan		
	1.3 Closed Landfill Management Plan Review		DP 6009 cond. 14 k
	1.4 Definition of Remediation		
	1.5 Levin Landfill and Surrounding Features		
2 RESOURCE CONSENTS, DESIGNATION, LANDFILL AGREEMENT, CLOSURE DECISION, FUTURE ENGAGEMENT AND MĀTAURANGA MĀORI			
	2.1 Resource Consents		
	2.2 Future Resource Consents		
	2.3 Cross- Reference Resource Consent Conditions with Provisions in the CLMP		
	2.4 Designation		
	2.5 Landfill Agreement		
	2.6 Council Closure Decision		
	2.7 Future Engagement Approach		

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
	2.8 Incorporating Mātauranga Māori		
		2.8.1 Overview	
		2.8.2 Remediation of People	
3 BACKGROUND INFORMATION			
	3.1 Site Location and Ownership		
	3.2 Site History		
	3.3 Archaeological Protocol		DP 6009 cond. 30
4 SITE INFRASTRUCTURE DESCRIPTION			
	4.1 Overview		
	4.2 Landfill Liner		DP 6009 conds. 28 a – 28 d
	4.3 Stormwater		DP 6012 cond. 4 DP 102259 cond. 12 DP 102259 cond. 13
	4.4 Leachate Collection		
	4.5 Landfill Gas		DP 6011 cond. 4 (l) DP 106798 condition 5 DP 106798 condition 8 & 9 DP 106798 condition 10 - 14
	4.6 Biofilter		DP 6011 conds. 4 (i) – (k)
	4.7 Buildings and Weighbridge		
	4.8 Access Roads		
	4.9 Signs		
	4.10 Perimeter Fence		

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
	4.11 Forestry Screen		DP 6009 cond. 14 l
	4.12 Landfill Drawings		DP 102259 cond. 13 DP 6010 cond. 14 b
5 CLOSURE AND REINSTATEMENT			
	5.1 Summary of Landfill Development and Remediation		DP 6009 cond. 14 b DP 102259 cond. 13 DP 6010 cond. 14 b DP 6010 cond. 15(a) DP 6010 cond. 15(b)
	5.2 Old Landfill - Area A1		
	5.3 Old Landfill - Area A2		DP 6010 cond. 15(a) DP 6010 cond. 15(b)
	5.4 Lined Landfill - Area A3		DP 6010 cond. 14 b DP 6010 cond. 15(c)
6 SITE REMEDIATION LEACHATE BPO PROJECT			DP 6010 cond. 2A
	6.1 Leachate BPO Project Objective		
	6.2 Progress with the Leachate BPO Project		
		6.2.1 Progress by Late 2023/Early 2024	
		6.2.2 Progress by July 2024 – What Was Known	
		6.2.3 Progress by January 2025 – What Has been Discovered	
		6.2.4 Progress by August 2025 – What is Now Known and What Needs to Happen	
		6.2.5 What This AI Means for the Leachate BPO 3 Project	

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
7 LANDFILL AFTERCARE			
	7.1 Overview		
	7.2 Projected Aftercare Period		DP 6009 cond. 14 j
	7.3 Environmental Monitoring		DP 6010 cond. 15e DP 6009 cond. 14 a DP 6011 cond. 4 (e)
	7.4 Maintenance		DP 6009 cond. 14 b DP 6010 cond. 15 d DP 6010 cond. 15 e
	7.5 Future End Use		
		7.5.1 Landfill Property	
		7.5.2 Area A1	
		7.5.3 Area A2	
		7.5.4 Area A3	
8 SITE MAINTENANCE			
	8.1 Appointment of Landfill Engineer		
		8.1.1 Overview	
		8.1.2 Contract Management Structure	DP 6009 cond. 14 a
		8.1.3 Roles and Responsibilities	
		8.1.4 Council Landfill Engineer Contact Details	
		8.1.5 Access to Landfill Property	
	8.2 Responsibilities under the Health and Safety at Work Act 2015 (HSWA)		

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
		8.2.1 Primary Duty of Care	
		8.2.2 Managing Risk	
		8.2.3 Worker Engagement, Participation and Representation	
		8.2.4 Notification	
		8.2.5 First Aid	DP 6009 cond. 14 f
		8.2.6 Emergency Plans	
		8.2.7 Working with Other PCBUs	
	8.3 Staff Requirements		
	8.4 Training		
	8.5 Occupational Safety and Health		
	8.6 Other Contractors on Site		
	8.7 General Site Instructions		
	8.8 Relevant Hazard Identification		
9 SITE MAINTENANCE DETAILS			
	9.1 Maintenance of Buildings and Equipment		
	9.2 Site Roading		
	9.3 Signs		
	9.4 Perimeter Fencing		
	9.5 Control of Stormwater		DP 6012 cond. 5 DP 102259 cond. 6 DP 102259 cond. 8 DP 102259 cond. 11
	9.6 Control of Leachate		

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
	9.7 Landfill Gas Control		DP 6009 cond. 14 g DP 6011 cond. 4 (a) DP 6011 cond. 6 DP 6011 cond. 8D DP 6011 cond. 4 (l) DP 106798 condition 5 DP 106798 condition 8 & 9 DP 106798 condition 10 - 14
	9.8 Final Capping and Cover		DP 6010 cond. 15(c) DP 6010 cond. 14(c)
	9.9 Forestry Screen		DP 6009 cond. 14 l
	9.10 Leachate Best Practicable Option Project		
10 CONTROL OF NUISANCES			
	10.1 Odour		DP 6009 cond. 14 g DP 6011 cond. 3 DP 6011 cond. 4 (m) DP 6011 cond. 8D
	10.2 Litter		
	10.3 Dust		DP 6009 cond. 14 g DP 6011 cond. 2 DP 106798 condition 5
	10.4 Vermin/Cats		DP 6009 cond. 5
	10.5 Seagulls		DP 6009 cond. 5
	10.6 Noxious Plants		DP 6009 cond. 6
	10.7 Leachate Breakout		DP 102259 cond. 11

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
	10.8 Land Slips		
11 ENVIRONMENTAL MONITORING AND REPORTING			
	11.1 Consent Requirements		
	11.2 Consent Review		
	11.3 Annual Environmental Monitoring Report		
	11.4 Other Reporting Requirements and Deadlines		
	11.5 Environmental Monitoring Requirements and Procedures		
	11.6 MfE Guideline – Reduction in Environmental Monitoring Requirements		
12 SITE RECORDS			
	12.1 Resource Consent Requirements		DP 6010 cond. 15(f)
	12.2 Recording of Information		DP 6010 cond. 15(f) DP 6011 cond. 8F DP 102259 cond. 6 DP 102259 cond. 16 DP 102259 cond. 18
13 COMPLAINTS PROCEDURES			
	13.1 Why It Matters		
	13.2 Customer Relationship Management (CRM) Application		
	13.3 Complaints Record		DP 6011 cond. 7 DP 106798 condition 17
	13.4 Air Quality Complaints		DP 6011 cond. 8A
	13.5 Reporting to HRC		DP 6011 cond. 7

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
	13.6 Annual Reporting		
14 EMERGENCY RESPONSE			DP 6009 cond. 14 f
	14.1 Emergency Response Procedures		DP 6009 cond. 14 f
	14.2 Quick Reference Guide for Key Emergency Contacts		DP 6009 cond. 14 f
	14.3 Fire		DP 6009 cond. 14 f
		14.3.1 Fire Contact Details	
		14.3.2 Contingency Plan for Control of Fires	
	14.4 Landfill Gas		DP 6009 cond. 14 f DP 6011 cond. 6 DP 6011 cond. 4 (l) DP 106798 condition 5 DP 106798 condition 8 & 9
		14.4.1 Landfill Gas Contacts	
		14.4.2 Contingency Plan for Landfill Gas Problems	
	14.5 Leachate		DP 6009 cond. 14 f
		14.5.1 Leachate System Failure	
		14.5.2 Contingency Plan for Leachate System Failure	
	14.6 Stormwater		DP 6009 cond. 14 f DP 102259 cond. 6 DP 102259 cond. 8 DP 102259 cond. 11 DP 102259 cond. 12

Levin Closed Landfill Management Plan
Appendix B RESOURCE CONSENTS

Main Section	Sub-section	Sub-sub-section	Resource Consent Conditions
		14.6.1 Stormwater System Failure	
		14.6.2 Contingency Plan for Stormwater System Failure	
	14.7 Roading Access		
		14.7.1 Failing of Roading or Access to Landfill	DP 6009 cond. 14 f
		14.7.2 Contingency Plan for Failing of Roading or Access to Landfill	
	14.8 Earthquake		DP 6009 cond. 14 f

Appendix C LANDFILL AGREEMENT

Levin Closed Landfill Management Plan
Appendix C LANDFILL AGREEMENT

Table C- 1: List of Conditions in the Landfill Agreement that relate to this CLMP

Condition Description	Condition Number
PMG Functions with respect to the CLMP	5.10 5.10 (e) 5.10 (j) 5.10 (k) 5.10(m)(v)
PMG to receive draft and final closure remediation plan and closure resource consent applications.	5.12 (d)
PMG to receive information on the management and operations of the Levin Landfill and options that may reduce effects.	5.12 (f)
TAG - Landfill Closure Experts	6.3 (a) 6.3 (a)(iii)
TAG - Water Quality Expert	6.3 (d)
TAG - Groundwater Expert	6.3 (e)
Scope and function of the TAG experts to be agreed by the PMG.	6.6
Scope of Works for TAG experts	8.11
Reduction in monitoring	8.13
TAG air quality expert to review OMP annually and check that best practice is being applied	10.1 10.1 (a) 10.1 (b)
Process for determining Levin LF closure date	11.1 11.1 (a) 11.1 (d) 11.1 (e) 11.1 (g) 11.1 (h) 11.1 (i) 11.2
Timing of, and scope of Closure and Remediation Plan	12 12.1
TAG water, air and groundwater quality experts to assist	12.2
TAG landfill experts to provide scope of works for PMG to approve	12.2 (a) to (c)
HDC to provide information	12.3
Process for finalising closure and remediation plan	12.4
Programme for draft closure and remediation plan, and resource consents	12.4 (a) to (g)
Fees for TAG experts	12.5
Process for when consents not granted, or conditions materially different	12.6 (a) and (b)

Levin Closed Landfill Management Plan
Appendix D COUNCIL RESOLUTION TO CLOSE THE LANDFILL

Appendix D COUNCIL RESOLUTION TO CLOSE THE LANDFILL

Council

OPEN MINUTES CONFIRMED

Minutes of a meeting of Council held in the Council Chambers, 126-148 Oxford St, Levin on Wednesday 31 May 2023 at 10.00am.

PRESENT

Mayor	His Worship The Mayor Bernie Wanden	
Deputy Mayor	Councillor David Allan	
Councillors	Councillor Mike Barker	
	Councillor Rogan Boyle	
	Councillor Ross Brannigan	
	Councillor Clint Grimstone	
	Councillor Nina Hori Te Pa	From 10.53am
	Councillor Sam Jennings	
	Councillor Paul Olsen	
	Councillor Jonathan Procter	
	Councillor Justin Tamihana	From 10.11am
	Councillor Piri-Hira Tukapua	
	Councillor Alan Young	

Reporting Officer	Monique Davidson	Chief Executive
	Daniel Haigh	Group Manager - Community Infrastructure
	Jacinta Straker	Group Manager - Organisation Performance
	Brent Harvey	Group Manager - Community Experience and Services
	David McCorkindale	Group Manager – Community Vision and Delivery
	Blair Spencer	Group Manager – Housing & Business Development
	Ashley Huria	Business Performance Manager
	Grayson Rowse	Principal Advisor – Democracy
Meeting Secretary	Jody Lygo	Democracy Support Officer
	Lisa Campbell	Strategic Communications Manager
	Carolyn Dick	Strategic Planning Manager
	Janna Isles	Strategic Planner
	Vai Miller	Compliance Manager
	Arthur Nelson	Parks & Property Manager

Levin Closed Landfill Management Plan
Appendix D COUNCIL RESOLUTION TO CLOSE THE LANDFILL

6.3 Deliberations Report 2 - Future of the Levin Landfill

To present to Council for deliberation, the submissions received on the Long Term Plan 2021-2041 Amendment in relation to the consultation issue: Future of the Levin Landfill.

Resolution Number CO/2023/103

MOVED by Mayor Wanden, seconded Cr Allan:

2.1 That Report 23/336 Deliberations Report 2 - Future of the Levin Landfill be received.

2.2 That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act

2.3 That Council acknowledges, with thanks, all who have submitted on the Future of the Levin Landfill.

CARRIED

Resolution Number CO/2023/104

MOVED by Mayor Wanden, seconded Cr Young:

That Council adopt Option 2 Keep Levin Landfill closed with revenue generated from alternative site use determined through the WMMP development.

A division was called for, voting on which was as follows:

For:	**Against:**
Councillors: David Allan	
Mike Barker	
Rogan Boyle	
Ross Brannigan	
Clint Grimstone	
Nina Hori Te Pa	
Sam Jennings	
Paul Olsen	
Jonathan Procter	
Justin Tamihana	
Piri-Hira Tukapua	
Bernie Wanden	
Alan Young	

The division was declared CARRIED by 13 votes to 0.

CARRIED

Appendix E MĀTAURANGA MĀORI MATTERS

E.1 Muaūpoko Statement about Hokioi Stream

E.2 Guide for Hohou Rongo Tikanga and Process

Step 1: Create a safe space – Wāhi āhuru mōwai

Conduct hui in a Māori setting and preferably on the marae. The attitude and wairua (spirit) of participants changes when we are surrounded by Te Ao Māori - to be respectful and conciliatory. If this is not possible then create a wairua Māori (atmosphere/vibe) underpinned by values of Tika, Pono and Aroha and Manaakitanga: using the steps below.

a) **Tautoko / Supporters** - Include whānau or associates of the affected parties to come along to provide moral support or evidence if required.

b) **Karakia** - Always start with karakia. It calms the mood and settles the wairua (soul). People are transported into the spiritual world, to the domain of the atua tūpuna (ancestor god) Rongo and peace. When we karakia we know automatically to be respectful and quiet.

c) **Mihi / Whakawhanaungatanga** - All people present acknowledge who they are through greetings, name, pepehā and whakapapa. Those disconnected from their Māori world who cannot do this, support them to do as much as they can anyway. We do this because on the marae no business starts until the formal procedures of welcome, connection, whakapapa (genealogy) whanaungatanga (relationships), hongi and kai is completed. This process also tones down any agitation.

Step 2: Arrange seating accordingly – Tikanga-ā- noho

Arrange seating in a circle. Explain to the parties that a circle encourages a sense of community, inclusivity, '*we and not me.'* Our tūpuna were group focused and community-minded with everyone working for the benefit of everyone else because survival depended upon it. It also opens up the space for everyone to participate should they wish to.

a) **Rau Aroha -** A symbolic branch (preferably a native plant of the area that associates to Rongo) of peace is laid between the participants. Later this will be the exchange of the koha aroha (gift of peace) to symbolise the dispute being settled.

b) **Tikanga** - Set down the protocols for engagement particularly around how to address the gathering and the Kaupapa (subject/topic or theme) of the hui.

For Example – Hei tauira:

- All kōrero is confidential and remains in the whare or room.
- The domain of Rongo (Hohou) must be adhered to. Kōrero is calm and respectful
- When someone speaks, they have the rakau kōrero (figuratively). As with whaikōrero when someone has the rākau kōrero there are no interruptions.
- When speakers speak, they turn and address the facilitator of the group and not across the circle to the other party. This will help reduce tension.

If someone chooses to not follow this tikanga the following should happen:

- Hei whakatūpato - A warning to check their behaviour.

- Should the misbehaviour occur again the person will sit outside the circle with no further interaction or involvement in the decision-making.
- Should the person continue to interrupt they will depart the whare and wait outside with no further interaction/involvement.

Given that people are there to 'hohou i te rongo' (settle the peace) they will have been strongly influenced by the kawa and tikanga (rituals) performed beforehand and will be locked into the wairua of the whare so the process will be positive. Additionally, people want to be part of the decision-making, so sitting out or leaving is not an option for them.

Step 3: Questions and response - Tū atu / Tū mai (Tau-utuutu)

Using a restorative justice structure ask the protagonist the questions below:

a) ***"Tell us what happened ...name...."*** Here we get a breakdown of how the issue(s) began and context.

b) ***"How we arrived at the current position?"*** This question opens the person(s) to understand their motivation for their behaviour.

c) ***"What was the impact (on the other parties)?"*** This is the part where mana is upheld. The protagonist is asked to explain the impact of their actions on the other party. Usually, they will have no understanding. The affected party now describes in detail how they feel. The power is theirs to tell it how it is. They give a voice to their pain. The protagonist will 'feel' firsthand how the other party has been affected.

d) ***"How can we restore this, what are some intentional and deliberate plans/strategies we can put in place to restore the damage impacted and caused?"*** Plans and strategies are put in place to address the issues. Unprompted parties will shake hands at this stage and even apologise.

e) ***"How can we be sure this won't happen again?"*** The protagonist is asked how they can be trusted that they won't make the same mistake again. In front of everyone they voluntarily make the commitment not to raise the issue(s) again.

Step 4: Settle the peace - Hohou Rongo – Taonga exchange of Mana commitment of intent, respect and responsibility.

Tūpuna (ancestors) exchanged taonga once everything was concluded. The rau is the symbol of rongo (peace). Split it and share it between the central figures to keep as a signature of reconciliation. Hongi to seal the pact. Conclude with a karakia and or waiata, whakamihi all participants hongi, hariru (shake hands) in the process of bringing everyone together. Kai is the final tikanga to lift tapu, 'hohou i te rongo' (settle the peace) and acknowledge whanaungatanga, manaakitanga and aroha. This is a very empowering process that gives everyone involved an opportunity to speak, be heard and be part of the solution. Mana is something we all have, and it is important to remember this. Upholding mana is key to bringing about an outcome that sits well and is lasting. This structure drawn from principles embedded in Te Ao Māori combined with contemporary restorative justice practices, will ensure that mana is upheld.

Levin Closed Landfill Management Plan
Appendix E MĀTAURANGA MĀORI MATTERS

Tēnei te mauri ka whakapiki ake

Tēnei te mana ka whakapiki ake

Tēnei te take ka ea!

Tēnei te utu ka utua!

Tēnei te tapu me te noa ka tāwhia ka whakamaua kia tīna! Haumi e, hui e, tāiki e!

Appendix F ARCHAEOLOGICAL PROTOCOL

F.1 Procedure Prior to Vegetation Clearing and Topsoil Stripping

The procedure prior to vegetation clearing and topsoil stripping is as follows:

1. Ensure that the contractor has read the Operational Plan[11], including the Heritage NZ authority and accompanying research strategy. The contractor must sign the register contained in that plan to show that it understands the requirements of the Operational Plan.
2. Clearly identity and mark on site the area to be cleared and stripped.
3. Obtain approval for stripping from Council.
4. Liaise with Council, Onsite Archaeology and other interested parties (e.g., local iwi - discuss this with Council) for timing of stripping and having appropriate observers on site.

F.2 Procedure for Vegetation Clearing and Topsoil Stripping

The procedure for vegetation clearing and topsoil stripping is as follows

1. Only commence clearing of vegetation and topsoil stripping when the required observer(s) is (are) on site
2. Clear gorse and shrubs (not grass) in a manner so to disturb the topsoil as little as possible. Stockpile cleared vegetation so it can be transported to a green waste stockpile.
3. Strip grass and uppermost topsoil in thin layers (<100mm) using an excavator bucket (not a bulldozer) with a straight cutting edge (no teeth).
4. Stop vegetation clearing of topsoil stripping immediately if any evidence of past activities is noted (shells, stones, bones, wood fragments, darkened soil) or if instructed by the observer.

F.3 Procedures if an Archaeological Feature is Found

The procedure if an archaeological feature is found is as follows:

1. Stop work immediately.
2. In consultation with the observer make whatever precautions are necessary to protect and make safe the immediate site. This includes demarcating a 20m buffer area around the maximum extent of the discovery using suitable means (e.g., waratah fencing standards and hazard tape).
3. Advise the Council and consultant archaeologist (if the work is part of a contract) that an archaeological feature has been found.
4. Follow instructions as required by the Council or consultant archaeologist.
5. Do not commence other topsoil stripping work on site, or other activities such as vehicle movements, harvesting of trees or other non-earthwork related activities that could uncover further archaeological sites, without discussing with the Council or consultant archaeologist.
6. Recommence work only when given clearance by the Council or consultant archaeologist.

[11] It is anticipated that an Operational Plan will be needed to implement the Archaeological management Plan requirements, under a new HNZ authority.

F.4 Location of Archaeological Sites at Levin Landfill Property

Figure F- 1 below shows the location of known archaeological sites on the Levin Landfill property.



Figure F- 1: Known Archaeological Sites at Levin Landfill Property

F.5 Minimum Standard P45 – Accidental Archaeological Discovery Specification

Appendix G FORESTRY MANAGEMENT PLAN

Appendix H LANDFILL AERIAL PHOTOGRAPHS

Levin Closed Landfill Management Plan
Appendix H LANDFILL AERIAL PHOTOGRAPHS

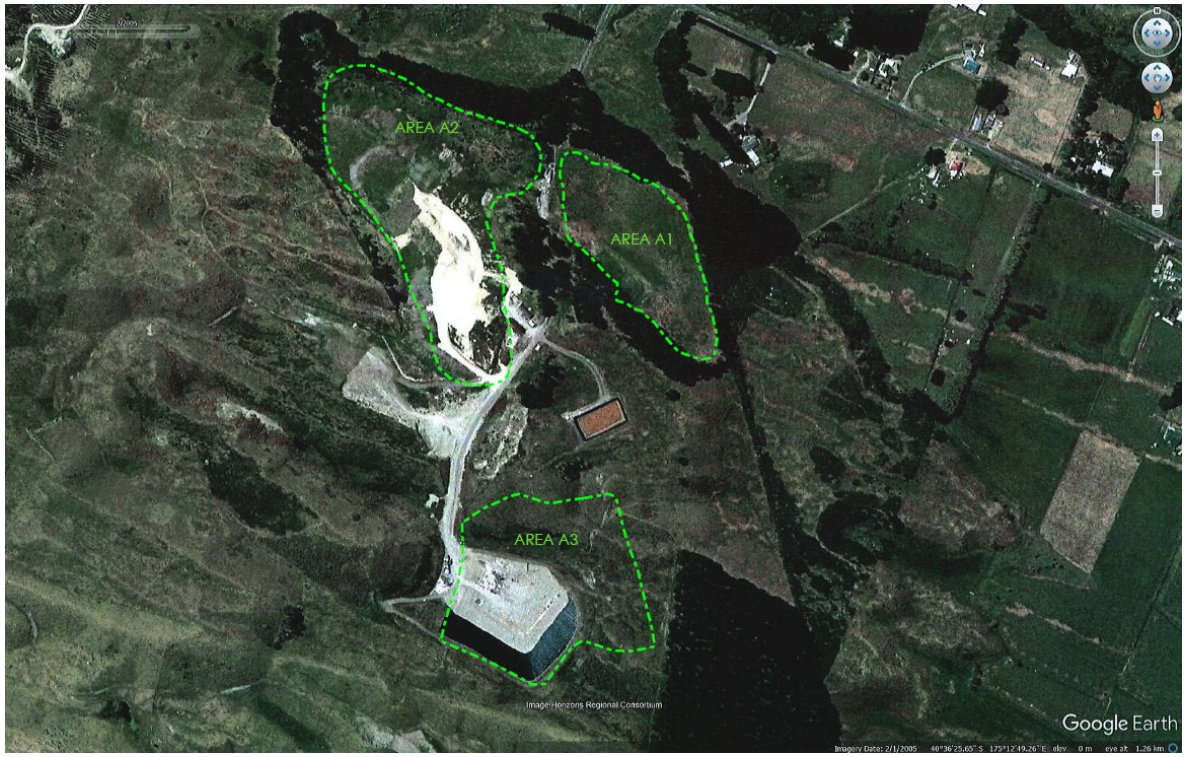


Figure H- 1: 2005 aerial photograph (source: Google Earth)

- Area A1: Closed and remediated.
- Area A2: capping with weathered greywacke over southern area.
- Area A3: Stage 1A of lined landfill in operation.

Levin Closed Landfill Management Plan
Appendix H LANDFILL AERIAL PHOTOGRAPHS

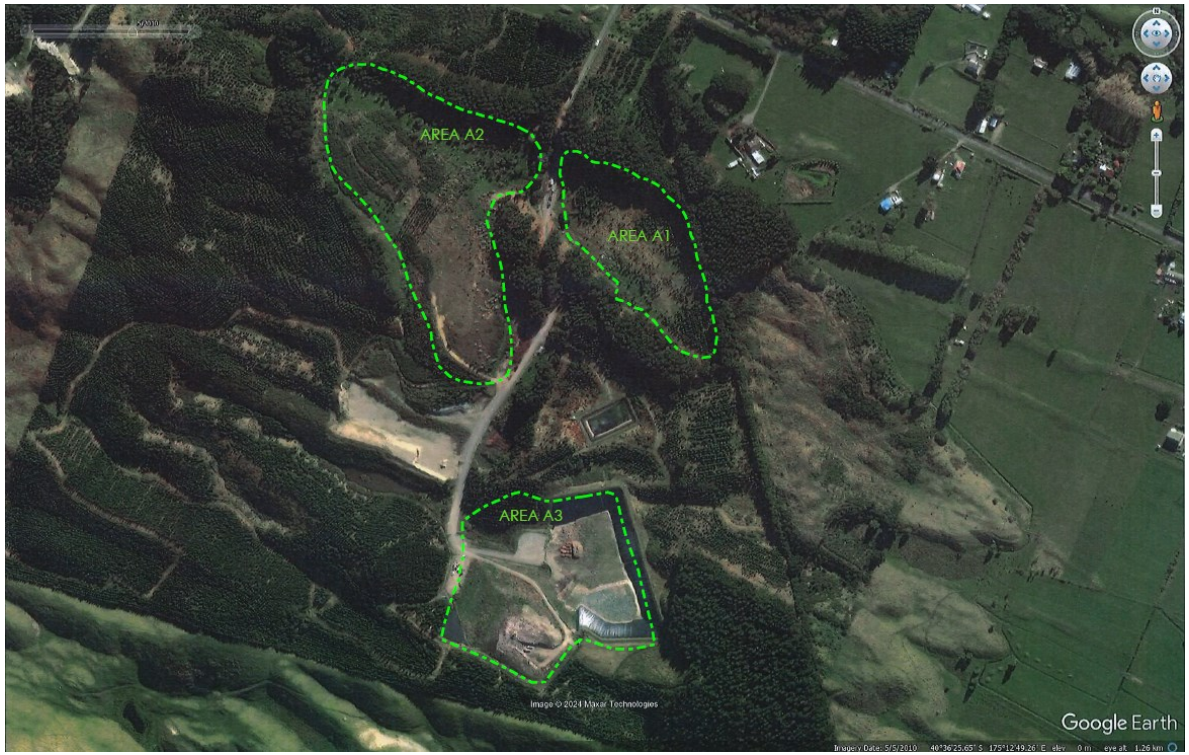


Figure H- 2: 2010 aerial photograph (source: Google Earth).

- Area A1: planting of pines occurred across part of the remediated landfill.
- Area A2: planting of pines occurred across northern part of the remediated landfill.
- Area A3: Stage 2 in operation, Stage 1A being capped (later removed when vertical height extension occurred).

Levin Closed Landfill Management Plan
Appendix H LANDFILL AERIAL PHOTOGRAPHS



Figure H- 3: 2011 aerial photograph (source: Google Earth).

- Area A1: trees continue to grow.
- Area A2: pine trees removed, capping of top of area completed (test pit locations visible).
- Area A3: landfill operations continue in Stage 2, Stage 1A capped.

Levin Closed Landfill Management Plan
Appendix H LANDFILL AERIAL PHOTOGRAPHS



Figure H- 4: 2022 aerial photograph (source: Google Earth).

- Area A1: trees continue to grow.
- Area A2: minor shape correction at top of landfill (low-lying areas infilled).
- Area A3: permanent capping across eastern half of the landfill, with temporary capping on west-facing front face.

Levin Closed Landfill Management Plan
Appendix H LANDFILL AERIAL PHOTOGRAPHS



Figure H- 5: 2023 aerial photograph (source: Google Earth).

- Area A1: thinning of pine trees occurred over area.
- Area A2: shape correction completed, topsoiled and grassed, on top of area.
- Area A3: no change from previous year – final capping on front face occurred in 2024.

Appendix I REMEDIATION OF CLOSED LANDFILL AREA A2

Original (i.e., 2002) resource consent 14(a) to (d) and 15 of DP 6010 required:

14. *Any landfill area shall be closed and remediated by:*

    a) *Compacting refuse to such an extent that post closure settlement is minimised as far as practicable; and*
    b) *Grading to a final slope of less or equal to 1V:3H (1 in 3) on any face; and*
    c) *Covering exposed refuse with not less than 1000mm of material, of which 700mm is compacted; and*
    d) *Establishing and maintaining vegetation on the covered landfill.*

15. *The Permit Holder shall close and remediate the existing landfill within 2 years and 6 months from the commencement of the consent in accordance with condition 14A – D above.*

    The area of the existing landfill to be remediated is defined as Area A on Figure 1 attached.

16. *Within one month following the remediation of the Levin landfill, the Permit Holder shall report in writing to the Regional Council of the Permit Holder's compliance with Condition 14 of this permit.*

Consent condition 25 of DP 6010 required rehabilitation of any closed area of the lined landfill to the same extent outlined under conditions 14 A – D, and within stated timeframes.

Area A2 was closed for waste disposal in May 2004, when Stage 1A of the lined landfill (Area A3) was opened.

It is understood that it was covered with sandy materials, and a decision was also made to plant pine trees over the northern area of the landfill. At some stage, though to be around 2007, Council capped part of the top of the southern end of the landfill with weathered greywacke material (not actually clayey materials, but somewhat more impermeable than the existing sand cover).

A review of the resource consent was initiated by Horizons in September 2008. Information on that process is summarised in the HRC report entitled "*Levin Landfill – Review of Conditions Report*", 31 May 2010.

During pre-hearing meetings, the presence of the pine trees was raised as a concern, and it was eventually agreed that they should be removed.

Test pits were excavated around June 2009, and showed top is 150-200mm thick of clayey gravel material, with depth of capping varying between 530mm to 850mm.

Advised that pine trees and gorse be removed, cap re-shaped to achieve at least a minimum grade of 1V:40H, annual survey to check for settlement, capping be made at least 700mm thick.

As a results of the review, and investigations that had been carried out to determine the thickness of the capping layer, the resource consent conditions for DP 6010 were amended to the following.

14. Any currently active and future lined landfill area shall be closed and remediated by:

- *a) Compacting refuse to such an extent and consistent with CAE guidelines of 600-800 kg/m^3, to ensure post closure settlement is minimised as far as practicable; and*
- *b) Grading to a final slope of less or equal to 1V:3H (1 in 3) on any face; and*
- *c) Ensuring the landfill cap incorporates a layer of at least 700 mm thick with a permeability of no greater than 1 x 10^{-7} m/s, or has a material and layer structure that reduces rainwater infiltration to the waste to an equivalent extent; and*
- *d) Establishing and maintaining a grass or tussock cover on the capped landfill, unless it can be demonstrated to the Regional Council's satisfaction that a different vegetation cover can produce clear benefits through reducing infiltration to the covered waste. Any vegetation cover should be consistent with an ongoing capacity to monitor and maintain the ongoing integrity of the landfill cap.*

15. The Permit Holder shall close and remediate the existing unlined landfill by April 2011 by:

- *a) Grading to a final slope on the landfill faces and caps of between 1V:3H (1 in 3) and 1V:40H (1 in 40);*
- *b) Ensuring the final landfill surface is sloped to promote run-off towards the outside of the landfill footprint and prevent surface water ponding on the landfill cap;*
- *c) Ensuring the landfill cap incorporates a layer at least 700 mm thick. All material added to the existing cap to bring the thickness up to 700 mm, or for future cap maintenance purposes, is to have a permeability of no greater than 1 x 10^{-7} m/s;*
- *d) Establishing and maintaining a grass or tussock cover on the capped landfill consistent with an ongoing ability to monitor and maintain the integrity of the landfill cap. The vegetation is to be managed to exclude tree species that can potentially develop root systems capable of disrupting the landfill cap and thereby enhancing rainwater infiltration;*
- *e) Monitoring the landfill cover on an annual basis to identify areas of differential settlement slope stability issues, erosion and changing vegetation patterns, including a topographic survey to ensure Conditions 15(a) to (d) continue to be met; and*
- *f) Reporting requirements …*

In December 2009 a trial was conducted to strip (i.e., cut down, clear and grub) a section of pine trees that had been established on the top surface of Area A2. The trial was successful, and it was agreed that all pine trees could be removed when the clay capping was constructed the following year.

A capping design was completed for Area A2 in September 2010. Construction of capping occurred in Area A2 between approximately November 2010 and April 2011. From thereon, settlement monitoring of the A2 area has continued each year using benchmarks cast into the clay capping.

As a result of noticed settlement and seen by ponding within low lying areas, improvements to cap were proposed as a solution for the Leachate BPO project. This was done through Separable Portion 2 of Contract 901/2021/5/1 when some additional 3,870 m^3 of clay capping was constructed on top of

Area A2 to reshape it and increase the capping thickness. Testing of the clay capping showed that it achieved a permeability value of less than 1 x 10^{-7} m/s.

Appendix J MAINTENANCE CONTRACT

To be inserted if Council chooses to appoint a Contractor in the role of Landfill Engineer.

Appendix K RESPONSIBILITIES UNDER THE HSWA 2015

Table K- 1: What WorkSafe expects from PCBUs

Level in Contracting Chain	What WorkSafe expects from PCBUs
Lead PCBU (e.g., Council)	• To be a H&S leader. • To set clear H&S expectations and incorporate these into contracts with contractors. • To work with designers to eliminate risks so far as is reasonably practicable or minimise risks if they cannot be eliminated. • To choose the best contractors and site managers for the job using prequalification, not simply choosing them based on cost. • To check H&S records of potential contractors. • To put clear and effective reporting procedures in place to be confident all duties are being met. • To set up a clear framework for information sharing for the duration of the project.
Lead Contractor (e.g., Contractor) The lead contractor will likely have the most influence and control over the workplace.	• To possibly act as site manager – this would include being always on-site and having an overview of the site. • To hold high H&S expectations of the contractors that they hire. • To choose the best contractors for the job using prequalification, not simply choosing them based on cost. • To check H&S records of potential contractors. • To oversee inductions on-site. • To be in charge of communication about H&S at the start of each day (e.g. toolbox talks). • To coordinate and communicate the on-site rules and procedures to everyone who accesses the work site. • To work with subcontractors to create a H&S plan. • To monitor their workers and/or subcontractors they hire. • To put clear and effective reporting procedures in place so they can be confident all duties are being met. • To make sure they have all the required information from the lead PCBU. • To make sure, so far as is reasonably practicable, that the H&S of workers and other people are not put at risk by their work.
Contractor working as a PCBU (e.g., landfill gas contractor)	• To hold high H&S expectations of the subcontractors that they hire. • To choose the best subcontractors for the job using prequalification, not based on cost. • To check H&S records of potential subcontractors. • To monitor their workers and the subcontractors they hire. • To ensure that their workers and the subcontractors they hire have all the relevant information, and are aware of the onsite rules and procedures, inductions, toolbox talks, safety plans and reporting procedures. • To ensure, so far as is reasonably practicable, that the H&S of workers and other people are not put at risk by their work.
Subcontractor working as a PCBU (e.g., operator contracted to the Contractor)	• To ensure, so far as is reasonably practicable, that the H&S of workers and other people are not put at risk by their work. • To monitor their workers and the subcontractors they hire. • To ensure that their workers and the subcontractors they hire have all the relevant information, and are aware of the onsite rules and procedures, inductions, toolbox talks, safety plans and reporting procedures. • To work closely with other contractors, including the lead contractor, to help manage risks.

Appendix L COUNCIL'S (OR CONTRACTOR'S) H&S PLAN

Insert Council's Health & Safety Plan.

If Council chooses to appoint a contractor as the Landfill Engineer, then insert the Contractor's Health & Safety Plan.

Appendix M COUNCIL'S "PEOPLE SAFETY MONITORING POLICY"

Appendix N OTHER CONTRACTORS WORKING ON SITE

On occasions other contractors will be working on the Levin LF site. A list of the most common contractors and their contact information is listed below.

Table N- 1:Contractors Contact List

Task / Project	Contractor	Contact
Landfill Gas Contractor	Whanganui Environmental Engineering - Ryan Hughes	020 407 49301
Pump Maintenance Contractor	Council's Local Waters Team	06 366 0999
Environmental Monitoring Contractor	HDC's – Compliance & Regulatory Team	06 366 0999
Forestry Contractor	John Turkington Forestry	06 327 5263
Consulting Engineer	Stantec - Phil Landmark	06 357 4034
Archaeologist	Onsite Archaeology - Daniel Parker	027 421 0803
Consulting Engineer	Envitech – Lindsay Strachan	021 0250 9386

Appendix O SITE HAZARDS

Table 13 from the "*WasteMINZ Health & Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five (2024)*" is reproduced in this appendix.

Note: Table 13 has been prepared for an **Operational Landfill**. Whilst Levin Landfill is a **Closed Landfill**, many, but not all the hazards identified will still be present.

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
Design and construction	Interaction between construction and operations	• Fatality • Notifiable Event		Minimise	• Consider the presence of methane on adjacent operational areas when developing controls for the construction zone • Procedures to communicate responsibilities			
General landfill hazards	Abusive and threatening customers	• Traumatic harm		Minimise	• Procedures to deal with abusive and threatening customers • Train staff to deal with aggressive customers • Secure cash handling • Regular removal of cash from the site			
	Confined space entry	• Fatality • Notifiable Event		Eliminate Minimise	• Avoid entry into confined spaces including under weighbridges • Confined space entry procedures • Lock access ways and signpost • Rescue procedures			
	Environmental health hazards e.g. dust, biological, fumes, noise	• Notifiable Event		Minimise	• Environmental monitoring • Dust and fume control systems, • Engineering controls to reduce noise levels (e.g. guarding, maintenance, sound proofing)			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 324

O-1

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'								
Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					• PPE • Health monitoring			
	Falling objects (refuse, uncontrolled vehicles, trailers)	• Struck by falling objects		Minimise	• Exclusion zones • Procedures • Monitoring customer behaviour • Storage of weighbridge materials in a suitable racking system • PPE			
	Fire	• Fatality • Notifiable Event • Burns and scalds		Minimise	• Storage and segregation for hazardous substances and dangerous goods • Emergency plans, training, evacuation procedures • Fire warning and protection systems • Smoking in designated areas only			
	Fitness for work	• Fatality • Notifiable Event • Other Injuries		Minimise	• Monitor and manage work hours to identify fatigue risks • Policies and procedures to support in the management of non-work-related fatigue • Drug and alcohol policy			
	Ground instability	• Fatality • Notifiable Event • Other injuries		Eliminate Minimise	• Tip face area is made safe for vehicles discharging waste (e.g. ground stability and evenness) • Traffic and pedestrian management, sufficient distance between unloading			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 325

O-2

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with **'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'**

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					vehicles • Management of stuck loads • Control of vehicles while backing • Where trenching and excavation occurs, ensure compliance with the Excavation Safety Good Practice guidelines.			
	Hazardous substances and dangerous goods	• Fatality • Notifiable Event		Minimise	• Procedures for identification, isolation, handling, segregation of incompatible substances; storage; disposal; and ceasing of work activities • HSNO approved handlers • Signage/safety data sheets • Emergency procedures • Emergency PPE available • Trained operators			
	Infection and illness from handling waste	• Notifiable Event		Minimise	• Equipment should be cleaned prior to being maintained. • Ensure vaccination for common diseases, including hepatitis • Avoid walking on waste materials • Develop and implement a 'needle stick' response policy and seek medical attention for any needle stick injuries • Immediately clean and dress all wounds • Cover dressing on hand wounds with			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 326

O-3

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					durable waterproof gloves • Workers to wear appropriate PPE to maintain good hygiene • Provide hygienic washing and welfare facilities • Train staff in good hygiene practices, e.g. washing hands before eating, drinking or smoking • Consider use of steel mid-sole footwear			
	Landfill fire	• Notifiable Event		Minimise	• Load inspections • Waste acceptance criteria • Procedures for customer waste deliveries with hot, smouldering or smoking loads • Landfill inspections • Gas well temperature monitoring • Reporting procedures			
	Landfill gas and gas plant	• Fatality • Notifiable Event	Yes	Minimise	• Eliminate the need to undertake hot work through the use of alternative engineering solutions • Provide intrinsically safe equipment • Permit system • Gas detection and monitoring • Ventilation systems • Manage sources of ignition (i.e. heat,			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 327

O-4

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with '**Appendix 7: Generic hazards/risks associated with all waste collection and processing methods**'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					smoking) • Implement fire control and warning systems • All electrical conduits exiting the ground must be sealed • No electrical work should be undertaken without testing for methane • Lock out and tag out system to be implemented before work undertaken on gas plant. • Pipes should be lagged where there is a risk of burns. • Follow appropriate electrical industry safety guidelines.			
	Manual handling	• Notifiable Event • Strains/sprains	Yes	Minimise	• Mechanical lifting devices • Manual handling risk assessment • Ensure all workers receive adequate training in manual handling (Code of practice for manual handling 2001) • Workers to wear fit-for-purpose gloves and other PPE to prevent cuts from sharp objects and to maintain good hygiene • Pre-employment monitoring and annual health monitoring • Early reporting of musculoskeletal symptoms			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 328

O-5

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
	Non-conforming waste	• Fatal • Notifiable Event • Other health effects	Yes	Isolate Minimise	• Waste acceptance criteria • Special waste permit system • Load inspections • Customer reporting protocols • Appropriate PPE to be used when receiving, inspecting and for disposal • GPS monitoring of disposal locations			
	People working on the landfill who are unfamiliar with the site	• Fatality • Notifiable Event	Yes	Minimise	• Contractor management systems • Direction, monitoring and assistance for customers and contractors; supervision where necessary • Signage to be installed that clearly describes site rules and procedures • Provide employee assistance programme • No person to walk beneath raised hydraulically operated rear door on waste delivery vehicles			
	Pests	• Infection	No	Minimise	• Procedures for managing site hygiene • Bait stations • Building maintenance programme • Bird wires • PPE • Suitable procedure to be developed for the			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 329

O-6

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with '**Appendix 7: Generic hazards/risks associated with all waste collection and processing methods**'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					use of firearms • First Aid training in minor wound care • Removal of birds' nests			
	Poor ergonomics	• Strains/sprains		Minimise	• Workstation assessment and postural setup for weighbridge/kiosk operator • Anti-fatigue mats • Early reporting procedures			
	Poor housekeeping	• Notifiable Event		Minimise	• Keep walkways/stairways/access ways clear • Safe storage of items • Spill procedures • Workplace inspections • Litter control/appropriate PPE to be used			
	Power and hand tools	• Notifiable Event		Minimise	• Guarding on moving parts • Training in correct use of power tools and hand tools • Procedures • Electrical test and tag • RCD devices to be used • Appropriate PPE to be used • Maintenance and lockout-tagout procedures			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 330

O-7

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with **'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'**

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
	Site traffic	• Fatality • Notifiable Event		Minimise	• Traffic management plan including consideration of construction versus operations traffic • Manage gradients of access roads • Manage roads in line with good engineering practice • Speed limits • Road markings/cones/barriers/exclusion zones • Signage and direction • PPE • Spotters • Vehicles and machines should have beacons, strobes, audible alarms and reversing cameras • Designated areas for mobile plant parking and storage, and for stockpiling • Controls to segregate people entering and leaving the weighbridge kiosk			
	Slips, trips and falls	• Fatality • Notifiable Event • Other Injuries		Minimise	• Suitable access walkways on landfill batters • Guards and handrails • Fall protection, restraint, arrest or work positioning systems • Training in safe working at height including harness use and rescue			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 331

O-8

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					• Avoid walking on waste materials • Edge protection systems • Edge protection/covers for vehicle maintenance pits			
	Stacking and storage	• Fatality • Notifiable Event		Minimise	• Stable storage of stockpiles and materials			
	Stationary and mobile plant and equipment. (includes lifting using excavators)	• Fatality • Notifiable Event		Minimise	• Licensed, authorised, competent, capable and trained operators • Communication systems between operators • Guards, interlocks, lighting, beacons, emergency stops and warning devices - refer AS 4024 Safety of Machinery. • Certified ROPS, FOPS, TOPS, COPS to be fitted, as required, to mobile plant • Use of reversing beepers and cameras • Scheduled preventative maintenance and permit systems • Pre-start checks • Signs and labels • Maintenance and lockout-tagout procedures • Maintenance/repairs to be undertaken off the landfill (aside from breakdown repairs) • Operating procedures			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 332

O-9

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with **'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'**

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					• Exclusion zones • Access controls to manage slips, trips and fall risks including handrails and non-slip steps, where applicable • Operators to maintain three points of contact for access/egress • Seatbelts to be worn at all times • Fire protection devices to be fitted • Electrical safety regulations must be complied with, including where gas levels may exceed lower explosive levels and may require mobile/stationary plant to be intrinsically safe • Chains, strops and lifting points to be certified • Nominated spotter trained in effective communication and, where possible, isolated from manoeuvring vehicles • No persons to stand beneath raised load • Anti-drop protection on excavator hydraulics • Quick hitch and safety pins to be used • Tie down loads when moving with excavator bucket • Procedure for towing stuck vehicles			
	Stormwater ponds, leachate ponds and	• Notifiable Event		Minimise	• Fencing, signage, rescue methods & flotation devices			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 333

O-10

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with **'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'**

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
	other water-bodies				• 'Permit to work' system			
	Tour groups and visitors	• Notifiable Event		Minimise	• Site introduction • Site rules • Isolate tour groups from operational areas • PPE where appropriate • Full- time escort • Adult/child ratios • Children and pets stay in vehicles • Specific plans to manage tour groups • Signage and warning of electrical equipment/plant for those with pacemakers			
	Unauthorised public access	• Notifiable Event		Minimise	• Site access controls (including perimeter fences and signage) • Segregation/isolation barriers to separate customers from operational activities			
	Underground and overhead services	• Fatality • Notifiable Event • Other injuries		Minimise	• Refer to site plans • Liaise with asset owner before working near services • Where trenching and excavation occurs, ensure compliance with the Excavation Safety Good Practice guidelines • Refer Guide for Safety with Underground Services			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 334

O-11

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills

This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'

Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					• Report to www.beforeudig.co.nz when excavation and trenching work is undertaken • If working near overhead power, ensure appropriate permits are in place and keep to required distances • Spotters may be required • Hand digging when excavating near services			
	Weather conditions	• Sun/heat stroke • Foreign bodies in eye • Hypothermia		Minimise	• Suitable high-vis clothing/sunscreens/long sleeves/wet weather gear • Control wind-blown dust and particles • Ensure adequate lighting • Nutritious foods and adequate water for hydration • Control temperature, air flow, in offices and mobile plant			
	Spilt substances	• Environmental harm • Minor injuries		Minimise	• Training in spill procedures and spill kit use • Signage to warn of spills • Procedures to clean up spills immediately after they occur • Adequate number and location of spill kits			
Lone Workers	• Uneven surfaces • Working around water	• Fatality • Notifiable Event • Other injuries		Minimise	• Procedures to record and manage the task and location • Departure time and expected return time			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 335

O-12

Levin Closed Landfill Management Plan
Appendix O SITE HAZARDS

Table 13: Additional hazards/risks for landfills This hazard/risk register should be read in conjunction with 'Appendix 7: Generic hazards/risks associated with all waste collection and processing methods'								
Work Activity or Area	Hazards	Describe risk to worker health and safety	Risk Rating	Eliminate? Minimise?	Control Measures	Residual risk rating	Review Frequency	Review Date
					• Communication methods • Plans for checking in at regular intervals and for emergency situations			

Health and Safety Guidelines: for the Solid Waste and Resource Recovery Sector – parts one, two, three, four and five Page 336

O-13

Appendix P ENVIRONMENTAL MONITORING FIELD PROCEDURES

P.1 Introduction

The purpose of this document[12] is to provide guidance to Horowhenua District Council (HDC) on surface water and groundwater environmental monitoring field procedures for Levin Landfill to comply with resource consent conditions stated in Discharge Permits ATH-2002003983.02 and ATH-2002003984.02 (formerly DPs 6010 & 6011, respectively).

In addition, gas sampling of the groundwater bores is also included, as required by resource consent condition 4(a) of Discharge Permit ATH-2002003984.02 (formerly DP 6011), but sampling of the landfill gas wells and surface sampling of the capped landfill, as required under Discharge Permit ATH-2002003984.02, is not included in this document.

This document is an update of the following predecessor documents:

- "*Levin Landfill – Environmental Monitoring & Reporting Requirements*"; prepared for Horowhenua District Council by MWH New Zealand Ltd., November 2010.
- *"Addendum to Levin Landfill – Environmental Monitoring & Reporting Requirements*"; prepared for Horowhenua District Council by Stantec New Zealand, March 2018

HDC owns Levin Landfill (LF) which is located on Hōkio Beach Road, approximately 6km west of Levin (see Figure P-1 below).

[12] Extracted from: "*Levin Landfill - Environmental Monitoring & Reporting Requirements*", Stantec November 2024.

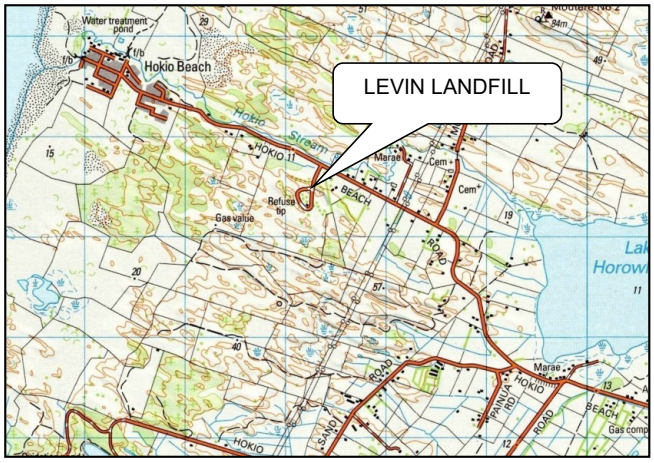


Figure P- 1: Site Location

These guidelines have been compiled from several sources including Ministry for the Environment (MfE) best practice procedures and guidelines, as well as the December 2019 revised resource consent conditions, and they pertain particularly to the type of sampling required at Levin LF.

The document has been set out into different sections, commencing with general procedures and practices, followed by the various types of sampling required at Levin LF.

A Sampling Schedule for Levin LF, including parameters to be analysed, has been provided in Attachment A. Also included in Attachment A is *Site Plan – Drawing 310101088-19-001-G001/E,* that shows the locations of all groundwater bores and surface sampling locations.

Attachments B and C provide flow charts of the tasks and assigned responsibilities for drinking bore monitoring and environmental monitoring of the landfill, respectively, as required by the resource consent conditions.

P.2 Health and Safety

The following Health and Safety (H&S) measures are in place:

- Notification of HDC staff of presence and numbers on site.
- Comply with all landfill H&S requirements.
- Care to be taken when sampling locations close to roads. Use an orange warning beacon on the vehicle, if necessary, to warn other road users.
- Wear appropriate personal protective equipment, including:
  - Steel capped boots,
  - High visibility protective clothing,
  - Disposable gloves,
  - Protective eyewear,
  - Hard hat and hearing protection if around heavy machinery,

- Personal gas detection meter.

Specific H&S issues involved with landfills need to be taken into consideration, including the following:

- Contact with toxic substances such as leachate. Toxic substances may be absorbed through the skin, inhaled or they may burn the skin and/or eyes. Protection clothing forms a fundamental line of defence. It is also important to wear gloves when opening bores and while sampling.
- No eating or drinking when carrying out sampling. Wash hands thoroughly after completing sampling, and prior to eating. Use may be made of the site facilities where there is running water and soap.
- Asphyxiation. In some instances, the atmosphere in the sampling location may not be safe due to the presence of landfill gases. This may typically occur in depressions or confined spaces where vapours are given off at significant levels and are not as easily dispersed. These gases are only likely on the active or closed landfill and no sampling locations are located on the active or closed landfill, though some are close to such locations. Use of a personal gas detection meter is advocated to warn staff of elevated concentrations of gas.
- Confined space entry is prohibited.
- No smoking at any time.
- Any hazardous atmospheres discovered should be vented if possible and reported to HDC's Solid Waste Manager as soon as possible.

P.3 Field Cleaning

The following field cleaning procedures are based on USEPA guidelines. They are aimed at ensuring sample results are representative, consistent, and repeatable by maximising sample preservation and minimising external or cross contamination.

An area should be established away from the sampling site where the equipment may be cleaned without risk of contamination to the sampling site.

- Disposable nitrile gloves should be always worn when cleaning equipment.
- Clean equipment on a clean piece of plastic sheeting.
- Wash equipment in laboratory grade phosphate-free detergent such as Decon 90®.
- Rinse equipment in water.
- Wipe equipment over with clean paper towels.
- Rinse copiously with high purity analytical grade de-ionised water (available from testing laboratory).

Where organic contaminants are likely to be present the equipment should also be wiped with a hexane-soaked pad and rinsed with a high-performance liquid chromatography (HPLC) grade acetone prior to rinsing with deionised water.

After cleaning the equipment should be wrapped in aluminium foil for transport to the next sampling location. Equipment that should be cleaned by this procedure, include:

- Non-dedicated bailers.
- Sampling buckets and jugs.
- Any other equipment in direct contact with each sample such as field parameter measurement probes and depth to water level meters.
- Soil sampling equipment such as a handheld auger or trowels/shovels.

The suggestion to wrap the equipment in aluminium foil is to ensure that the equipment does not become contaminated between sample locations. As an alternative, to save the use of aluminium foil, the equipment can be rinsed in deionised water following sampling.

On arrival at the next sampling location the equipment should then be cleaned in full using the protocol outlined above and placed on a clean ground sheet prior to use to ensure no cross-contamination between samples.

P.4 Quality Control

P.4.1 Field Books and Record Sheets

All data collected during the sampling event such as static water depths, depth to bore base and amount of water purged prior to sampling should be recorded in the field book. Water levels and borehole elevations should be recorded to the top of the standpipe. Ground level to the top of standpipe should also be recorded for the permanent record.

A record of samples collected should be kept by the field technician. This record should incorporate the following information:

- Job number
- Client name
- Sampling location
- Sample ID number
- Date
- Initials of field technician
- Weather conditions during sampling

Each sample should be labelled with the following information, which correlates directly with the record of sampling to be kept by the field technician.

- Job number
- Sampling location
- Sample ID number
- Date

This information should be made available along with the results to HDC and/or the consultant preparing the compliance monitoring reports on behalf of HDC.

Field sheets are attached in Attachment D for each groundwater monitoring bore and surface water sampling location. They outline the information required to be recorded. These field sheets should be filled out as completely as possible.

A photograph should also be taken of each monitoring location and the water that has been extracted for analysis. It is suggested that the sample bottle made of clear plastic be placed on a white sheet of paper following filling to allow a clear picture of the visual quality of the water to be taken. If possible, the camera used should geo-reference the picture so that the location of the subject of the picture can

be plotted. In addition, it is helpful to label the sheet of paper (or white board) with the bore or surface water location number so that the sample location it refers to can be easily identified.

It is important to record the date and time on the field sheets as this information assists with the analyses. Rainfall records are often used in conjunction with quality data and therefore having an accurate collection date for each sample is important. It is valuable to record as many details as possible on the field sheet as this can help with the analysis. Details such as whether the bore standpipe is intact and free of standing water and whether any stock or other animals (either physically or through signs of tracks and animal droppings) were observed nearby can be helpful.

P.4.2 Chain of Custody Records

Chain-of-custody (CoC) documentation should be completed on site, or as soon as possible after leaving the site. In the case of the latter, all relevant information for the CoC form will be recorded in the field book.

Information to be recorded in the CoC will include:

- Job number
- Project name
- Date and time of sample collection
- Borehole, or sample location
- Sampling parameters
- Person relinquishing samples
- Person receiving samples.

On submission of the samples to the laboratory and signing of the relevant sections by the person relinquishing and the person receiving the samples, a copy of the CoC form should be returned from the laboratory for records and to be sent with the results to HDC or the consultant compiling the monitoring reports.

P.4.3 Quality Assurance / Quality Control (QA/QC) Samples

QA/QC samples are taken to identify sample quality problems, which might otherwise go undetected. There are three main types of QA/QC samples:

- Field duplicates are two independent samples, which are collected as close as possible to the same point in space and time. These samples are stored in separate containers and analysed independently. Duplicates are used to document the precision of the sampling analytical processes.
- A field blank is a sample of contaminant free medium (water, soil, or air) taken to the field, opened in the field while a sample is collected, and analysed with the environmental samples. Field blanks are used to identify laboratory errors or to document other sources of contamination.
- Equipment blanks are produced by rinsing cleaned sampling equipment using deionised water, and collecting the rinse water in a cleaned sample jar or bottle with a foil lined cap. All soil sampling equipment blanks should be documented on the CoC form. Equipment blanks

are necessary to document that the sampling equipment is not contaminating the environmental samples.

Condition 10 of Discharge Permit ATH-2002003983.02 (formerly DP 6010) requires that all analyses on water quality samples shall be carried out by an IANZ accredited laboratory.

All equipment used in the field must be regularly calibrated to ensure accuracy. Instructions for calibration should be provided with any equipment (e.g., landfill gas analyser).

P.5 Landfill Gas Monitoring Procedure in Bores

P.5.1 Introduction

Landfill gas (LFG) monitoring requirements under resource consent condition 4(a) of Discharge Permit ATH-2002003984.02 (formerly DP 6011) require that: "G*roundwater monitoring wells shall be sampled for landfill gas when groundwater samples are taken from the wells. As a minimum, sampling shall be undertaken for methane, carbon dioxide and oxygen".* It is also appropriate to measure concentrations of hydrogen sulphide.

Therefore, all monitoring bores are to be monitored for landfill gases prior to groundwater sampling (see the *Site Plan – Drawing 310101088-19-001-G001/E* attached in Appendix A for monitoring bore locations). The points below are covered by Condition 7 of Discharge Permit ATH-2002003984.02 (formerly DP 6011).

The Permit Holder shall also keep a record of landfill gas monitoring results including:
a. Date and time of sampling.
b. The concentrations of gasses detected.
c. Weather conditions at the time of sampling.
d. Barometric pressure and ambient temperature should also be recorded.

P.5.2 Pre-sampling

Prior to visiting the site ensure that:

- The landfill gas analyser is fully charged.
- The landfill gas analyser calibration is current.
- Site inspection sheets have been prepared.
- The analyser's filter has been checked and replaced if required.
- The locations of all sampling points are known and that the correct keys are obtained for opening monitoring bores.

On arrival:

- Measure the wind speed and record using a hand-held anemometer (if available). Other weather conditions (precipitation, wind direction and any other factors) should also be noted.
- The landfill gas analyser should be switched on and allowed to carry out the self-check and calibration functions prior to any sampling.

P.5.3 Landfill Gas Sampling

The following sequence of actions is required for sampling LFG:

- Ensure that the landfill gas analyser has been purged prior to the last analysis.
- Record the details of the monitoring location.
- Gas monitoring of each bore should be undertaken before any other monitoring. The gas probe should be run as soon as practicable after the bore cap has been removed to minimise the escape of gas. The groundwater monitoring field sheets attached in Attachment D include a section to record the concentration of methane, carbon dioxide, oxygen, and hydrogen sulphide at each bore.
- For monitoring bores, remove the cap and the inner cover. For other points, identify an access hole in the structure or service being monitored.
- Insert the air sampling tube to at least a depth of 300mm into the bore to ensure no cross-contamination from air entering the well. If necessary, use a plastic ring at the wellhead to temporarily seal the borehole.
- Start the pump on the landfill gas analyser.
- Allow the unit to run for at least 45 seconds, or until gas levels have stabilised. Record peak and steady readings.
- Stop the pump and measure for hydrogen sulphide (if an odour is present).
- Store data.
- Purge landfill gas analyser for at least 30 seconds and move onto next sample location.
- The landfill gas data should be stored in the landfill gas analyser internal memory, but a written record should also be kept of any significant results.
- A quality control sample in `fresh' air (away from influence of landfill and traffic emissions) should be taken on completion of site monitoring.
- On return to the office the gas analyser memory should be downloaded and entered onto an Excel spreadsheet.

P.5.4 General LFG Analyser Care

The following precautions must be taken with respect to the LFG analyser:

- Always ensure the landfill gas analyser is protected from impacts/liquids/rain and extremes of temperature.
- Avoid at all costs any contact between the inlet tube and liquids, keeping a careful eye on the clear inlet tubing whenever the pump is operating.
- Check both the inline and internal filter on a regular basis and replace as required following manufacturer's recommendations.
- Always ensure that the unit is fully charged prior to commencing a sampling round.

All field data should be made available along with the results to HDC and/or the consultant preparing the compliance monitoring reports on behalf of HDC.

P.6 Surface monitoring of landfill gas

P.6.1 Preliminary requirements

The following requirements are a guide for an Instantaneous Surface Monitoring (ISM) survey, but it may be difficult to achieve these all of the time. The ISM survey report must identify the items from this list which were not met during the survey. All reasonable efforts should be made to ensure that the following are met as this will produce the most representative outcome.

- On the day of monitoring the site should be dry and with no rain (less than 0.5 mm) having fallen for at least two days.
- Wind speed should be less than 25 km/hr and ideally around 5-10 km/hr.
- Ideally monitoring should be done during a period of declining atmospheric pressure after several days of high pressure. The declining pressure will tend to draw gas out from the landfill and provide “worst-case” results.
- A preliminary walk path for the surface monitoring should be prepared on a topographical plan of the landfill surface. The distance between each of the lines of walk should generally not exceed 30 metres. The walk path needs to be repeatable and therefore each path needs to be recorded using a physical feature on the ground or a GPS system. If practical, subsequent monitoring plans and monitoring points of the surface should be staggered between previous rounds to ensure that the full surface of the landfill is covered.
- The landfill surface must be relatively dry and grasses not longer than 100 mm. If grass is longer than this within the monitoring area it should be noted as it may affect the Flame Ionisation Detector (FID) readings.
- The use of a GPS to assist in relocating previous emission should be considered.

P.6.2 Equipment requirements

The equipment shall meet the following requirements:

- Monitoring shall be conducted using a portable instrument such as an OVA-FID (Organic Vapour Analyser- Flame Ionisation Detector) or any other device capable of meeting US EPA method 21 requirements.
- The detector shall be capable of responding to methane.
- The scale of the instrument shall be readable to ±2.5% of the specified concentration.
- The instrument shall be equipped with an electrically driven pump to ensure that a sample is provided to the detector at a constant flow rate.
- The instrument shall be intrinsically safe in an explosively atmosphere if the instrument is going to be used in hazardous atmosphere zones when compliance with the requirements of AS/NZS 2430.3.7:2004 Classification of Hazardous Areas. Part 3.7 is required. Examples of area classification-Landfill gas, sewage treatment and sewage pumping plants”.
- The instrument shall be capable of reading between 5ppmv and 10,000 ppmv.

P.6.3 Calibration procedure

The following calibration procedure shall be undertaken before each round of monitoring is conducted.

- The instrument shall be calibrated in accordance with the manufacturer's instructions and should include calibration with a zero gas and a high-level gas.
- Zero gas shall be air containing less than 10 ppmv VOC.
- High level gas (Span gas) shall be a certified "standard" gas comprising of methane with a minimum concentration of at least 80% of the instrument span range.
- It is good practice to calibrate every time the instrument is re-started and record the calibration data.
- A check of the instrument's response should be checked at the end of monitoring day with the high-level gas and record the instrument reading.

P.6.4 On-site operational procedures

On arrival at the site the following procedures shall be adopted:

- Record date, time, site conditions (should be dry) and barometric pressure reading (can be obtained from the on-site weather station).
- The calibration check should be conducted using the appropriate zero gas and span methane calibration gas and results of the calibration check should be recorded.
- Check that the instrument is within calibration date.
- Check wind speed is less than 25 kph.
- Commence surface monitoring by walking the predetermined walk path at a slow pace of around 0.5 to 1.0 m/s.
- The monitoring probe inlet should be held approximately 5 to 10 centimetres above the ground surface.
- Recordings of time, the maximum methane concentration, position (using GPS or a grid number) and any comments should be made approximately every 30 metres.
- All locations where concentrations are above 50 ppmv should be recorded. The recording of a unique identifier (e.g. 1, 2, 3, etc) for each logging point may be useful but is not essential given the recording time itself is a unique identifier.
- If surface concentrations of methane exceed the following trigger levels while monitoring, personnel shall search the immediate area for the source of the odour or gas as described in the next bullet point:
- 100ppmv for permanently capped areas
- 200ppmv for temporary capped areas
- 5,000 ppmv for on-site buildings and structures
- Where elevated concentrations of methane (as noted above) are detected, the survey should deviate to locate the likely source of the emission. Once an exceedance is recorded the surveyor should change to a closer spaced grid to define the extent of the area / feature. Once the extent of the area has been determined the main survey shall resume on the designated walk path.

- Areas where concentrations of methane are elevated above the trigger levels are to be remediated as per subsection P.6.6.
- Monitoring for methane shall give particular attention to areas and features such as:
- Surface fissures
- Stressed vegetation
- Landfill edges and side slopes
- Monitoring wells
- Gas collection pipework
- Leachate sumps, towers, risers and other monitoring points.
- Pegs, poles or other protrusions through the landfill capping.

P.6.5 Record keeping

Surface methane emission monitoring records must be included in the Annual Report, as stated in condition 4(e) of discharge permit ATH-2002003984.02 (formerly DP 6011), and upon request by the HRC.

The following information shall be recorded for each survey:

- Date and time that monitoring started and finished.
- Reading of the span gas check at the beginning and end of each day.
- Meteorological and site conditions when monitoring was undertaken including:
- Barometric pressure during monitoring (note that this can be markedly different between morning and afternoon and therefore regular checks are necessary).
- Average wind speed during monitoring.
- Wind direction.
- Details of any rainfall up to 3 days before monitoring commenced.
- Ground moisture (dry, damp or wet).
- Vegetation moisture (dew).
- Vegetation status (short or long grass, shrub, bark cover, etc)
- Methane gas readings (including zero results) and notes of ground features where elevated gas has been recorded.
- A plan showing all sampling locations and the walk path should be prepared using either data from the GPS unit or from plotted field locations.
- The data should be summarised and, if possible, with reasons (e.g., crack, peg in ground, dead grass etc.) in a table indicating areas where readings above 50 ppm were detected.

P.6.6 Remediation of areas exceeding trigger levels

An exceedance of the methane trigger levels stated in section P.6.4 requires remedial action to be undertaken within 24 hours and retesting within 24 hours of the remediation being completed.

On the landfill surface the remediation could typically include:

- Re-compaction of capping.
- Additional cover or capping.
- Regular watering of surface.
- Removal of capped landfill surface penetrations
- Capping and sealing of surface penetrations that must remain (e.g. monitoring points)
- Increasing gas vacuum (where available).

If the second round of testing results in a continued exceedance at the same location, then an action plan shall be developed and implemented to reduce methane concentrations below the specified levels. Details of the action plan are to be provided to the Regional Council within 48 hours of the failed retest.

The installation of additional gas wells is one possible further remediation solution that could be adopted

P.7 Bore Development

After drilling and installation of a new bore, bore development is necessary to remove sediment disturbed or introduced by drilling and to develop good flows to the bore. There are several methods for bore development. For monitoring bores, the most effective methods are over-pumping and surging. The over-pumping method is probably the most suitable for new bores at Levin LF. Surging can be used in conjunction with pumping if a properly constructed surge block is available. The procedure for developing is as follows:

- Record static water level and total well depth.
- Set the pump and record pumping rate and field parameters (pH, temperature, and electrical conductivity (EC)).
- The pumping rate used must be greater than the highest rate expected to be used during subsequent purging and sampling.
- The pump should be lowered to the start of the screen and pumped until it runs clear.
- If a properly constructed surge block is available discontinue pumping and surge the well – if not skip this step.
- Reset pump and lower further into the screened section; repeat previous step if surging otherwise continue till the entire screen has been developed.
- Measure static water level and depth of well.

Adequate development must be verified based on stabilisation of basic water chemistry parameters (EC, pH, and temperature) and the production of sediment free water. Records of development should be kept including date, pumping rate, field parameters (including turbidity and odour), length of pumping and depth to bottom of well. Developing of the wells may take from under an hour to several hours depending on the depth of the well, drilling method used and geology.

The development pump and all items inserted into the bore should be cleaned as outlined in Section O.3.

Provision must be made for disposal of development water.

Although not always possible, ideally it is best to let a bore stabilise for 1 month after being drilled and developed before sampling.

P.8 Groundwater Sampling

This section outlines the sampling procedure required for groundwater monitoring at Levin Landfill (see the *Site Plan – Drawing 310101088-19-001-G001/E* attached in Attachment A for monitoring bore locations) and is based on the MfE, "*Nationally Standardised Protocol for State of the Environment Groundwater Sampling in New Zealand"* guidelines.

Tables A and B of Condition 3 of Discharge Permit ATH-2002003983.02 (formerly DP 6010) summarise groundwater monitoring locations, parameters, and frequency. Tables E and F of that condition provide comprehensive and indicator analyses lists, which are reproduced below in Table P-1.

Table P- 1: Test Parameters

Type	Indicator Parameters	Comprehensive Parameters
Physico-chemical characteristics	pH, Electrical Conductivity (EC)	pH, Electrical Conductivity (EC), Alkalinity, Total Hardness, Suspended Solids
Oxygen demand	Chemical Oxygen Demand (COD), scBOD5**	Chemical Oxygen Demand (COD), soluble carbonaceous Biochemical Oxygen Demand (scBOD5**)
Nutrients*	Nitrate nitrogen (NO_3-N), Ammoniacal-nitrogen (NH_3-N)	Nitrate nitrogen (NO_3-N), Ammoniacal-nitrogen (NH_3-N), Dissolved Reactive Phosphorus (DRP), Sulphate (SO4)
Metals*	Aluminium (Al), Manganese (Mn), Nickel (Ni), Lead (Pb), Mercury (Hg)**	Aluminium (Al), Arsenic (As), Cadmium (Cd), Chromium (Cr), Copper (Cu), Iron (Fe)***, Magnesium (Mg), Manganese (Mn), Nickel (Ni), Lead (Pb), Zinc (Zn), Mercury (Hg)**
Other elements	Boron (B), Chloride (Cl)	Boron (B), Calcium (Ca), Chloride (Cl), Potassium (K), Sodium (Na)***
Biological+	E. coli	E. coli
Organics	Not required	Total organic carbon, total phenols, volatile acids

Notes:

*Analyses performed for nutrients and metals are for dissolved rather than total concentrations.

** $ScBOD_5$ and soluble mercury added as per revised consent conditions for Discharge Permit ATH-2002003983.02, December 2019.

*** Iron and sodium are tested at certain groundwater bores only.

P.8.1 Pre-sampling Checks

Prior to visiting the site:

- Check site details.
- Choose sampling method – bailing/pumping and gather equipment.
- Calibrate field meters:
  - pH: Calibrate at the start of each day using at least 2 standards solutions (pH 4 and 7 or 10).
  - Conductivity: Calibrate at the start of each day. Use at least 1 standard (50 -750µS/cm).
  - Temperature: Calibrate annually. Use at least 3 standard solutions (5 - 25°C).

Carry out the following checks on-site:

- Confirm correct sampling point.
- Check meter calibration.
- Clean sampling equipment (see Section O.3).

P.8.2 Purging of Monitoring Bores

Prior to sampling each monitoring bore it will need to be purged to ensure that the sample is representative of the general groundwater. This involves the following steps:

Measure the depth to water.

- Calculate the total volume to be purged (i.e., 3 times the volume of water in the bore) using the following equation:

$$Total\ purge\ volume = 3.14x[D - W][R]^2\ x\ 1000\ x\ 3$$

Where *D* = bore depth in metres
W = depth to water in metres
R = radius in metres

- Remove the calculated purge volume of water using the preferred pumping method.
- Monitor field parameters.
- Assess the adequacy of purging by checking whether the field water chemistry measurements have stabilised.

The above equation is used to determine the volume of water required to be purged from each bore before sampling. This calculates three times the volume of water within the well. Removing three times the well volume ensures that the sample is representative of the water within the aquifer and not just standing water within the bore casing.

To simplify the calculation of a purge volume the groundwater monitoring field sheets attached in Attachment A provide the volume in litres per metre for each bore based on the diameter of the bore. The field sheets then step through the process for calculating the purge volume based on the difference between the total bore depth and depth to water.

During purging conductivity, pH and temperature should be measured using a field probe. Once the well volume has been removed three times then the well should continue to be purged until these three parameters have stabilized at which stage the sample can be collected. This is to ensure that there is consistent water chemistry which would indicate that the water from the aquifer is being

abstracted. The range within which the parameters are required to be stabilised to collect the sample are as follows:

- Temperature: +/- 0.2 ° C
- Conductivity: +/- 3% (or if <100, +/- 5%)
- pH: +/- 0.1

These ranges are also provided on the field sheets.

The probes for the water quality meter should be placed in the bucket that collects the water during purging. Generally, more accurate readings are obtained from probes that are immersed in flowing water. Readings should be taken at each purge volume and recorded on the field sheet. Once all three purge volumes have been removed a reading should be recorded every 1-2L until the parameters have stabilised at which point a sample can be collected.

Note that the field probes need to be calibrated using standard solutions on each occasion that the probe is taken out into the field. Details for doing this should be provided in the manual for the field probes.

P.8.3 Sample Collection

This entails the following steps:

- Samples should be collected in the following general order[13] from the boreholes:
  - Xs2, D1, D6, F3, F2, D5 and E1s
  - D3rs, G1D, G1s, F1, D4, E1d and D3rd
  - D2, E2d, E2s, C2DD, Xd1, Xs1 and G2
  - C2DS, C1, B2, B3, B1 and C2
- This ensures that the bores are generally sampled in an order which ensures the least contaminated are sampled first with the most contaminated sampled last. This helps minimise cross contamination. Whilst this is not the most efficient way of collecting samples around the site, it is important to avoid cross-contamination as far as is practically possible.
- Prior to the commencement of sampling a clean piece of plastic should be placed on the ground beside the well. All equipment should be placed on this sheet when not in use and all cleaning should be carried out on the plastic sheet. As sampling equipment is removed from the well, care shall be taken to place it on the plastic sheet.
- If using a bailer, it should be lowered gently to avoid disturbance of any sediment that may still be in the bore and to avoid damage to the bailer or rope.
- Samples should be recovered from beside the slotted section of the standpipe and if using a pump, use a low flow pump rate when sampling to reduce mobilisation of sediment. While this is best practice it may not be practicable. Generally submersible pumps only pump at one speed. The key is to minimise the mobilization of sediment which can be done by ensuring that the pump is not placed near the bottom of the bore where the sediment would collect.

[13] This is based on ranking median values of four leachate indicators (ammoniacal-N, boron, chloride and conductivity) for 2022-2023 for each bore, coupled with taking a pragmatic approach to bore access and a need to minimise double-tracking, as far as possible.

- Care should be taken when sampling to avoid any opportunity for excess aeration of the sample.
- Sample bottles should be filled directly from the pump hose. If this is not practicable the jug or receptacle used to fill the sample bottles must be cleaned between sample locations. Unpreserved bottles can be filled first directly from the tube.
- Bottles with preservative in them should be filled using one of the unpreserved sample bottles being very careful not to overfill the sample bottle as this would cause some of the preservative to be lost. The bottle for microbiological contaminants should be filled last as this is a sterile bottle.
- Containers shall be filled to the very top of the container neck to avoid air in the sample. This is particularly important for volatile organic compounds and microbiological contaminants as exposure to air can affect the sample results for these parameters.
- As the bailer or pump is removed from the well, care should be taken to place the rope or pump leads on the plastic sheet.
- Water samples should be placed in screw capped containers, which shall be prepared by the laboratory. Bottles supplied shall be plastic for metals and inorganics and glass for organics.
- A sample collection record form should be completed for each sample collected.
- All samples should be labelled and chilled immediately at < 4°C. Transfer to the analytical laboratory should ideally be the same day as collection. Water for microbiological analysis should be at the laboratory within 24 hours of collection.
- Measure the depth to water level, ensuring that the level has stabilised within the bore, and avoiding cross-contamination between bores by cleaning the dip meter prior to using it in the next groundwater bore.

All field data should be made available along with the results to HDC and/or the consultant preparing the compliance monitoring reports on behalf of HDC.

P.9 Surface Water Sampling

Table C of Condition 3 of Discharge Permit 6010 summarises the surface water monitoring locations, parameters, and frequency. Tables E and F of that condition provide comprehensive and indicator analyses lists.

The following is the procedure required for sampling the Hōkio Stream (see the *Site Plan – Drawing 310101088-19-001-G001/E* attached in Attachment A) for sampling locations HS1A, HS1, HS2, HS3, TD1, and the manhole next to the pond.

- Samples should be collected in the following general order from the surface water sampling locations: HS1A, HS1, HS2, HS3, TD1, and manhole next to the pond.
- This ensures that the surface water sampling locations are sampled in an order which ensures the least contaminated are sampled first with the most contaminated sampled last. This helps minimise cross contamination. Whilst this is not the most efficient way of collecting samples around the site, it is important to avoid cross-contamination as far as is practically possible.
- Prior to the commencement of sampling a clean piece of plastic should be placed on the ground beside the pond or stream. All equipment should be placed on this sheet when not in use and all cleaning should be carried out on the plastic sheet in accordance with Section 3. Equipment shall be cleaned prior to the recovery of each sample.

- Observations of stream flow, substrate, aquatic life, staining, odour, and recent weather shall be recorded in the field book and referenced to each sampling location.
- A clean stainless-steel jug should be used to collect the sample, and a new pair of disposable gloves should be worn for each new sample. It is also acceptable to use the largest unpreserved sampling bottle and fill all other bottles from this bottle. This will save requiring to clean the jug between samples.
- Stream samples shall be collected from below the stream surface to prevent accidental sampling of surface slicks. It is understood that generally the flow in Tatana's Drain is too low to collect a sample from below the surface. To combat this a depression should therefore be excavated within the stream to locally deepen the channel. The site should be left until the disturbed sediment has settled and/or washed away and then the sample collected. This method is a good solution to the issue so long as enough time is allowed to ensure the sediment has settled.
- During sampling the field pH, temperature and electrical conductivity of each sample should be recorded once just prior to taking the samples, and a photograph taken of the recovered sample, placed against a white background as a visual reference.
- Care should be taken not to introduce any excess aeration to the sample during collection.
- The sampling equipment should be lowered gently to avoid disturbance of any sediment.
- Water samples should be placed in screw capped containers, which shall be prepared by the laboratory. Bottles supplied shall be plastic for metals and inorganics and glass for organics.
- Containers shall be filled to the very top of the container neck to avoid air in the sample. Note, do not overflow bottles containing preservatives.
- A sample collection record form should be completed for each sample collected.
- All samples should be labelled and chilled immediately at < 4°C. Transfer to the analytical laboratory should ideally be the same day as collection. Water for microbiological analysis should be at the laboratory within 24 hours of collection.

All field data should be made available along with the results to HDC and/or the consultant preparing the compliance monitoring reports on behalf of HDC.

P.10 Private Bore Sampling

Consent condition 13 of Discharge Permit ATH-2002003983.02 (formerly DP 6010) requires the sampling of private bores within a 1.5km radius down-flow or across-flow from the landfill property boundary. These bores will only be monitored if requested by the landowner by written invitation. The frequency of monitoring is to be determined by HDC and discussed with the property owner. The *Tasks and Assigned Responsibilities* for monitoring private drinking bores are shown in a flow diagram attached as Attachment B.

The following are the procedures for sampling from private bores:

- If direct access to the bore is possible follow groundwater monitoring bore sampling procedures as described in Section M.7.
- If direct access to the bore is not possible, sample the tap closest to the bore that receives only unfiltered bore water. The tap should be cleaned following the cleaning procedures outlined in Section 3 to avoid transference of any introduced matter from around the tap into the sample. Leave tap running for 5 to 10 minutes prior to sample collection to avoid introduction of potential contaminants from plumbing.

- If all water is mixed (i.e., roof and bore) a sample can be collected from any tap. The tap should be cleaned following cleaning procedures outlined in Section 3 to avoid transference of any introduced matter from around the tap into the sample. Leave tap running for 5 to 10 minutes prior to sample collection to avoid introduction of potential contaminants from plumbing.
- Bore details such as total depth, screening depth, static water levels (where available or can be measured) should be collected at each location.
- Care should be taken not to introduce any excess aeration to the sample during collection.
- Water samples should be placed in screw capped containers, which shall be prepared by the laboratory. Bottles supplied shall be plastic for metals and inorganics and glass for organics.
- Containers shall be filled to the very top of the container neck to avoid air in the sample. Note: Do not overflow bottles containing preservatives.
- A sample collection record form should be completed for each sample collected.
- All samples should be labelled and chilled immediately at < 4°C. Transfer to the analytical laboratory should ideally be the same day as collection. Water for microbiological analysis should be at the laboratory within 24 hours of collection.

All field data should be made available along with the results to HDC and/or the consultant preparing the compliance monitoring reports on behalf of HDC.

P.11 General Comments on Sampling

Samples requiring microbiological analysis must be analysed by the laboratory before 24 hours has elapsed from collection. This means that samples should be couriered to the laboratory overnight. This is likely to mean that the sampling day will need to conclude early so that the samples can be sent with the last courier. It is important that all samples are chilled to approximately 4ºC.

It is recommended that gloves are worn when sampling to minimise cross contamination. Chemicals applied to the skin from insect repellents, sunscreen etc. can affect the results. Wearing a new pair of disposable gloves when filling the sample bottles and when cleaning the equipment for each sampling location can ensure this cross-contamination does not occur. If gloves are not worn it is important to ensure that the inside of the lid and the neck of the sample bottles are not touched during collection of the sample.

P.12 Soil Sampling

If irrigation of leachate is to recommence (which is considered highly unlikely), consent condition 4 of Discharge Permit ATH-2002003984.02 (formerly DP 6010) requires the following soil sampling to be conducted in the irrigation area.

- Background samples should be collected prior to any leachate irrigation commencing again at the landfill.
- The first samples required by the schedule shall be taken during April and October immediately following the start of irrigation, whichever comes first.
- Soil sample sites shall be chosen in consultation with the Regional Council.

- Soil samples shall be obtained from two locations within each leachate irrigation area, with the sampling locations separated by at least 50m. Soil samples shall also be obtained from one location down gradient from each leachate irrigation area, with the sampling point selected at a low point between the old dunes. Note that four soil sampling sites were selected in conjunction with the Regional Council in 1994. They are sites A to D, shown on the *Site Plan - Drawing 310101088-19-001-G001/E* attached in Attachment A. The fitness of these sites should be confirmed with the Regional Council if soil sampling is required in the future, as indicated by the first bullet point.
- A handheld auger should be used to collect the samples. The auger should be cleaned following procedures outlined in Section 3 prior to sample collection.
- Fresh disposable gloves should be used for the collection of each sample.
- Each soil sample shall consist of a continuous soil core obtained from the surface to a depth of 0.2m.
- Samples should be placed into jars provided by the laboratory, chilled, and sent under CoC documentation to the laboratory for analysis.
- The location, date, time, sample ID and a site plan should be recorded in the Field Book.

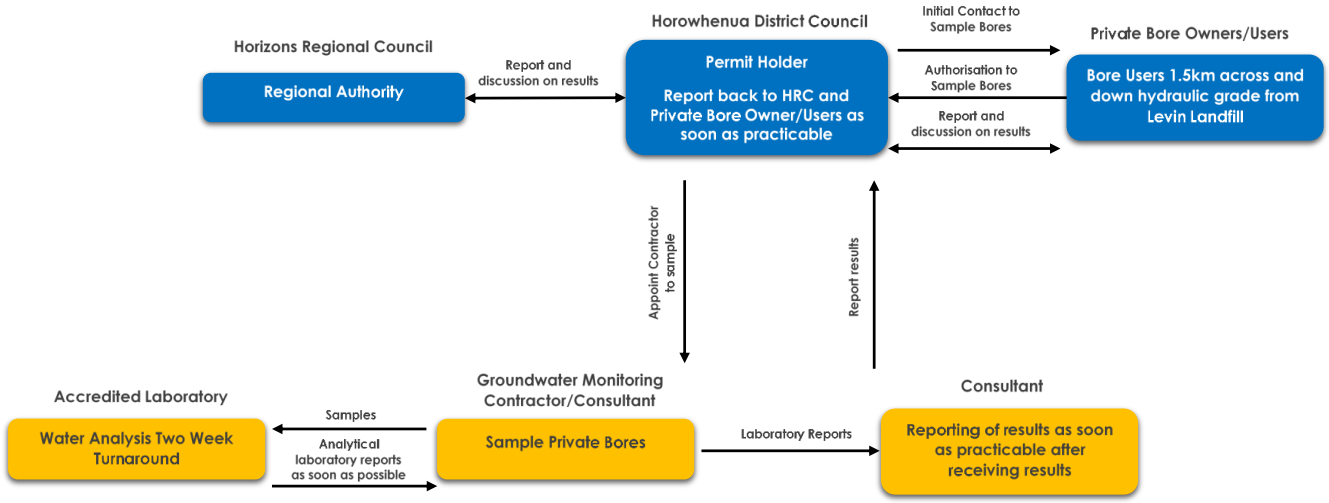
All field data should be made available along with the results to HDC and/or the consultant preparing the compliance monitoring reports on behalf of HDC.

Attachment A - Sampling Schedule and Site Plan

Attachment B - Responsibilities for Monitoring Drinking Water Bores

Levin Closed Landfill Management Plan
Appendix P ENVIRONMENTAL MONITORING FIELD PROCEDURES

DRINKING BORE MONITORING – TASKS AND ASSIGNED RESPONSIBILITIES

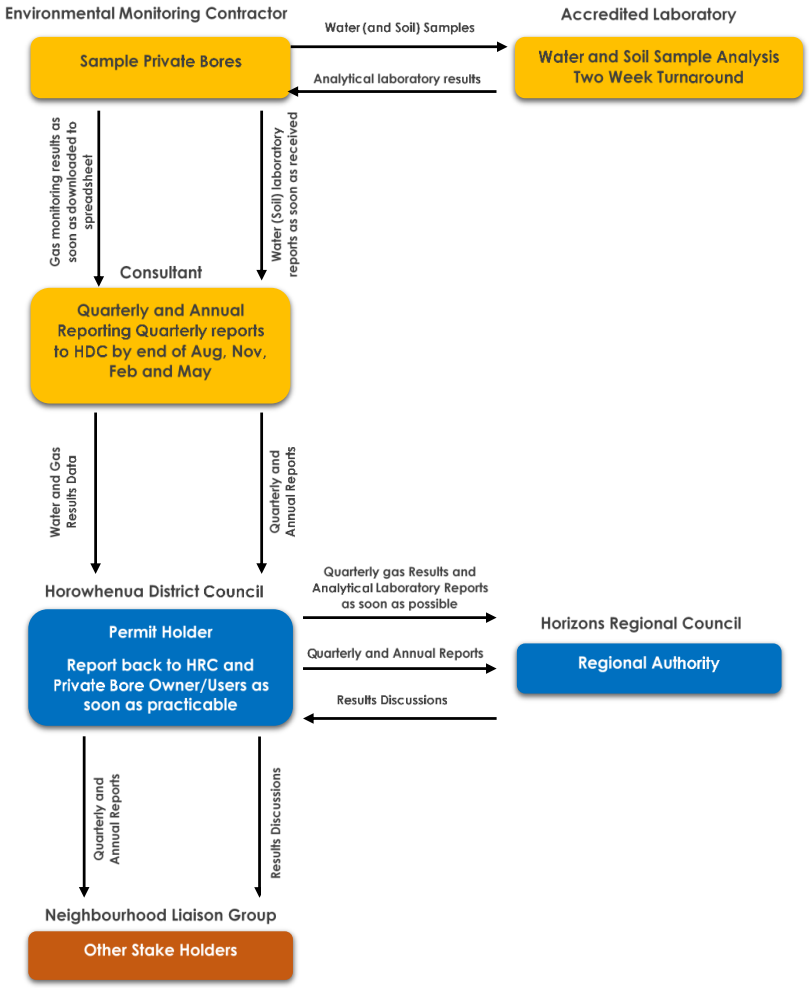


P-21

Attachment C - Responsibilities for Environmental Monitoring

Levin Closed Landfill Management Plan
Appendix P ENVIRONMENTAL MONITORING FIELD PROCEDURES

ENVIRONMENTAL MONITORING – TASKS AND ASSIGNED RESPONSIBILITIES



Attachment D - Field Sheets

Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

Groundwater, surface water and gas monitoring (of monitoring bores) is to be undertaken at Levin Landfill in compliance with the resource consents, as listed in Table Q- 1 below. Listed also, are the parties responsible for various activities. Additionally, activities are indicated in the table which could be curtailed or reduced, on account of the landfill closure.

Table Q- 1: Levin Landfill Environmental Monitoring Requirements

Discharge permit ATH-2002003983.02 (DP 6010) - Discharge Landfill Leachate onto and into Land		
Condition	**Description**	**Responsibility**
3	Quarterly groundwater, surface water and leachate monitoring of various parameters, and monthly monitoring of surface water in the Hōkio Stream (for a period of two years)	HDC to appoint a sampling contractor. HDC to commission report on monthly sampling. HDC to liaise with HRC about stopping monthly sampling.
4	Six monthly soil monitoring within the leachate irrigation area.	HDC to appoint a sampling contractor. Sampling required only if irrigation of leachate is to be undertaken.
13	Groundwater monitoring of groundwater bores within a 1.5km radius of the landfill property boundary.	If invited to do so by bore owners.
Discharge permit ATH-2002003984.02 (DP 6011) - Discharge Landfill Gas, Odour and Dust to Air		
Condition	**Description**	**Responsibility**
4(a)	Quarterly sampling of groundwater wells for landfill gas (CH_4, CO_2 and O_2) when groundwater samples are taken	HDC to appoint a sampling contractor.
4(e)	Monthly methane surface monitoring of areas capped with a temporary or permanent cap, and the bio-filter bed.	HDC to appoint a sampling contractor. Discuss with HRC the need for monthly monitoring of capped Area A3. Bio-filter has been disconnected – monitoring not required.
4(j)	Weekly and monthly monitoring of various parameters at the bio-filter.	Bio-filter has been disconnected – monitoring not required.
4(p)	Continuous 1-minute interval collection of meteorological data from an on-site weather station.	HDC to install and maintain an on-site weather station. Discuss requirements to continue with HRC.
8D	Monthly field investigations of ambient odour at locations beyond the site boundary that are downwind of the landfill and residential houses.	Waste disposal operations completed – odour monitoring not needed – combine with weekly/monthly inspections?

Levin Closed Landfill Management Plan
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

8E	Weekly walkover inspections of all landfill surfaces, including areas around the bio-filter and pond.	Council Landfill Engineer to undertake. Does not need to include the bio-filter.
Discharge permit ATH-2002009801.02 (DP 102259) - Discharge Stormwater to Land and potentially to Groundwater via ground soakage		
Condition	**Description**	**Responsibility**
14	Quarterly monitoring of groundwater quality in at least one upgradient and one downgradient bore of the stormwater soakage area. Use can be made of the other groundwater monitoring bores.	HDC to appoint a sampling contractor.
Discharge permit ATH-2014015044.01 (DP 106798) - Discharge to Air (Flared Landfill Gas)		
Condition	**Description**	**Responsibility**
15	Monthly sampling of each extraction wellhead for a variety of parameters as stated in the consent conditions.	HDC to appoint a sampling contractor.

HDC is required to report to HRC and the NLG with the Annual Environmental Monitoring Report and quarterly monitoring results. Table Q- 2 on the following page is a summary of the requirements of HDC for this reporting. Note that the annual reporting requirements for the landfill gas flare under discharge permit ATH-2014015044.01 (DP 106798) are required in or at the end of June each year. Reporting activities are indicated in the table which could be increased, curtailed or reduced, on account of the landfill closure.

Levin Closed Landfill Management Plan
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

Table Q- 2:Annual Environmental Monitoring Report Requirements

Discharge permit ATH-2002003983.02 (DP 6010) - Discharge Landfill Leachate onto and into Land		
Condition	**Description**	**Action to be Taken and Timeframe**
5	Results of environmental monitoring to be reported to HRC, and to the NLG, by 30 September each year.	HDC to provide Environmental Monitoring Report to HRC and NLG by 30 September each year.
	Results of quarterly monitoring to be made available to HRC and NLG.	Quarterly monitoring results to be provided by the end of August, November, February and May each year for the respective quarters.
11 (aa)	Surface water sampling results to be assessed against the ANZECC (2000) Water Quality Guidelines for 95% protection levels for Aquatic Ecosystems.	Parameter exceedances to be reported to HRC to determine if further investigation or remedial measures are required.
11d	Evaluate contaminant mass loading projections using monitoring data obtained from the “B”, “C” and “X” series bores.	To be done annually. Methodology to be reviewed in light of additional work by Earthtech.
15 f	The condition of the unlined landfill is to be reported on each year in the Annual Report.	HDC to report each year by 30 September. Report to cover inter alia: settlement, vegetation condition, construction carried out, results of annual survey, proposed construction.
27	HDC to keep a log of leachate quantities irrigated, irrigation system inspections carried out, as well as weather conditions. In lieu of (when not irrigating) HDC is to keep a record of leachate volumes re-circulated and pumped to the WWTP.	Provide copies of the log to HRC on 28 February and 31 August each year. No leachate irrigation occurring.
28 & 29	Carry out monthly inspections of the landfill for leachate break out, settlement and other adverse effects. Record the date, time observations and any remedial action taken as a result of the inspections.	Monthly inspections required and include copies in the Annual Report. Amend to monthly inspections and after all heavy rain events.
Discharge Permit ATH-2002003982.03 (DP 6009) – Discharge Solid Waste to Land		
Condition	**Description**	**Action to be Taken and Timeframe**
8	Any hazardous wastes accepted for disposal at the landfill needs to be recorded in a permanent record.	Hazard wastes disposed of shall be reported on annually by 30 September each year. Not needed any longer.
14 (q)	Monitor the closed landfill annually to identify any issues of; instability, erosion, differential settlement or changing vegetation patterns.	To be done annually and reported on with the annual report by the end of September each year.
Discharge Permit ATH-2002003984.02 (DP 6011) - Discharge Landfill Gas, Odour and Dust to Air		
Condition	**Description**	**Action to be Taken and Timeframe**

Levin Closed Landfill Management Plan
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

4 (a)	Sample groundwater monitoring wells for methane, carbon dioxide and oxygen.	Included as part of groundwater sampling and reported in the annual report.
4 (g)	Records of surface emission monitoring.	Results to be included in the annual report and made available to HRC on request.
8 F	HDC to maintain a log of all other inspections, investigations and actions taken in accordance with the monitoring and odour inspection conditions of consent.	Log to be made available to HRC on request and submitted in summary form in the annual report.
Discharge Permit ATH-2002009801.02 (DP 102259) – Discharge Stormwater to Land and potentially to Groundwater via ground soakage		
Condition	**Description**	**Action to be Taken and Timeframe**
16	Results of monitoring to be sent to HRC by 30/09 each year.	Send raw water quality analysis data to HRC after receiving it back from the laboratory.
Discharge Permit ATH-2014015044.01 (DP 106798) – Discharge to Air (Flared Landfill Gas)		
Condition	**Description**	**Action to be Taken and Timeframe**
11	HDC to review the Operations and Management plan annually.	Review to be done in the month of June, commencing 2017.
14	HDC to keep a record of all flare outages in excess of 48 hours and forward a copy of the record to HRC annually in month of June.	HDC to send records of outages in June each year.
18	HDC to forward a copy of the complaint log to HRC annually.	HDC to send copy of log in June each year.

Levin Closed Landfill Management Plan
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

In addition to the annual reporting requirements, there are other reporting requirements and deadlines to be met for various matters. These are listed in Table Q- 3 below. Reporting activities are indicated in the table which could be increased, curtailed or reduced, on account of the landfill closure.

Table Q- 3:Additional Reporting Requirements and Deadlines to be Met

Discharge permit ATH-2002003983.02 (DP 6010) - Discharge Landfill Leachate onto and into Land		
Condition	**Description**	**Action to be Taken and Timeframe**
5		We will await consent conditions on frequency of reporting
22	If the quality of leachate being irrigated to land exceeds the STV parameters as set out in the ANZECC Guidelines for metals in Irrigation Water, the significance is to be reported to HRC as soon as practicable.	HDC to test regularly the quality of leachate that is irrigated to land. No irrigation is currently occurring.
Discharge Permit ATH-2002003984.02 (DP 6011) - Discharge Landfill Gas, Odour and Dust to Air		
Condition	**Description**	**Action to be Taken and Timeframe**
4 (e)	Carry out methane surface monitoring of all areas of the landfill that have been capped temporarily or permanently, and also include the bio-filter bed.	Monitoring of Area A3 to be done monthly, but not during or immediately after heavy rainfall events, or during strong wind speed conditions. Discuss with HRC the need for monthly monitoring of capped Area A3. Bio-filter has been disconnected – monitoring not required.
4 (h)	Leachate collection chamber to be vented to a bio-filter within 6 months of the date of commencement of the 2015 review decision.	Bio-filter has been completed and leachate collection chamber is being vented. Bio-filter has been disconnected – not applicable now.
4 (i)	HDC to arrange for a comprehensive assessment of the bio-filter covering; media size distribution and composition, effectiveness in removing contaminants, and review of records and measurements made under condition 4 (j).	A comprehensive assessment is required annually. Bio-filter has been disconnected – not applicable now.
4 (l)	HDC to install a landfill collection system and a flare.	LFG flare has been installed, and gas collection system is being extended regularly. Extent of gas collection system is complete.
4 (m)	HDC to prepare an Odour Management Plan (OMP) covering matters described under conditions (i) to (xiv).	The OMP is to be provided to the Regional Council's Regulatory Manager within 2 months of the commencement date of the 2015 review of conditions. Completed. Odour management plan is designed for operational landfill. OMP needs full review.

Levin Closed Landfill Management Plan
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

4 (n)	HDC to consult with the NLG.	During development of the OMP and at any time when the OMP is reviewed. Completed.
4 (q)	HDC to provide HRC with collected meteorological data.	To be provided monthly in a format suitable for HRC to upload on its data management system. Discuss requirements to continue with HRC. Weather reporting now redundant as landfill closed.
7	HDC to keep a record of complaints received.	Complaints Record Register to be set up. Record to be made available to HRC on request. Completed.
8A and 8 B	HDC to nominate a liaison person to manage air quality complaints.	Complaints regarding dust or odour emanating from the landfill are to be investigated with 24 hours, or at a time mutually agreed with the complainant. Ongoing.
8 C	HDC to advise HRC and Mid-Central Health of any offensive or objectionable odour emanating from beyond the landfill boundaries. Provide an explanation for the odour, and details of any remedial and follow-up actions to be taken, and details of the wind speed and direction at the time of the incident	To be done as soon as practicable after becoming aware of the odour. Ongoing.
Discharge Permit ATH- 2002003680.02 (DP 7289) – Discharge Liquid Waste onto and into Land		
Condition	**Description**	**Action to be Taken and Timeframe**
5	HDC to notify HRC and CNLG of intention to dispose of liquid waste.	To be done as soon as possible after receiving notification to dispose. CNLG to be notified in writing. No longer needed.
17	HDC to maintain a Liquid Waste Register.	HDC to maintain a Liquid Waste Register. No longer needed.
Discharge Permit ATH-2014015044.01 (DP 106798) – Discharge to Air (Flared Landfill Gas)		
Condition	**Description**	**Action to be Taken and Timeframe**
6	Replacement flare to be installed by 1 July 2016 and HRC to be notified in writing within 2 working days of the installation.	Completed by HDC.
10	HDC is to provide an Operation and Management Plan to HRC providing a range of details about the landfill gas flare and collection infrastructure.	HDC to provide the Operation and Management Plan 2 months prior to the installation of the new flare.

Levin Closed Landfill Management Plan
Appendix Q ENVIRONMENTAL MONITORING AND REPORTING REQUIREMENTS

13	HDC to notify HRC 2 days prior to commencing of flaring from the existing and replacement flare.	HDC has complied.
14	HDC to keep a record of all flare outages in excess of 48 hours and forward a copy of the record to HRC annually in month of June.	HDC to send records of outages in June each year.
15	HDC to sample each extraction wellhead and the flare for a variety of parameters.	HDC to comply.
16	HDC to provide sampling results under 15 to HRC within 1 month of monitoring being done.	HDC to comply monthly whilst flare is operating.
17	HDC to maintain a log of all complaints regarding dust, odour or other contaminants.	HDC to comply.

Appendix R MFE GUIDELINE

The "*MfE Guide for the Management of Closing and Closed Landfills in New Zealand (May 2001)*" provides guidance on recommended water and landfill gas monitoring for closed landfills. The recommendations vary depending on the size of the closed landfill (i.e., amount of refuse that has been deposited in the landfill over its lifetime) and the time elapsed since closure.

The table below lists the recommendations for a landfill exceeding 100,000 m^3 in volume.

Recommend building MfE water and gas sampling guidelines into body of the CLMP

Table R- 1: MfE Guide for Environmental Monitoring after Closure

Years since Closure	Water	Landfill Gas
0 - 5	**Comprehensive** Leachate – yearly Groundwater – bi-annually Surface water – bi-annually **Indicator** Groundwater – quarterly Surface water – quarterly	**Three Monthly** • visual inspection • surface monitoring • subsurface monitoring • building monitoring
5 - 15	**Comprehensive** Groundwater – yearly Surface water – yearly **Indicator** Groundwater – bi-annually Surface water – bi-annually	**Six Monthly** • visual inspection • subsurface monitoring • building monitoring
15 - 40	**Indicator** Groundwater – yearly Surface water – yearly	**Six Monthly** • visual inspection • building monitoring

Appendix S SITE RECORDS AND RECORDING FORMS

It is a requirement of the resource consent that various records be kept. The following records shall be kept and maintained throughout the life of the landfill. A column has been included in the table to indicate where the requirement is now superfluous, given the closure of the landfill.

Table S- 1:Record Requirements

Discharge permit ATH-2002003982.03 (DP 6009) - Discharge Solid Waste to Land		
Condition	**Records Description**	**Still Required Following Landfill Closure?**
8	Details of hazardous wastes accepted including copies of manifests issued.	Not required
14(q)	Document the condition of the unlined (old) landfill and any maintenance carried out.	Required
25	Maintain records of the following for biosolids and sludges: • The type of waste received. • The volume of waste received. • Source of waste. • The location (by survey) in which the material was placed.	Not required
Discharge permit ATH-2002003983.02 (DP 6010) - Discharge Landfill Leachate onto and into Land		
Condition	**Records Description**	**Still Required Following Landfill Closure?**
3	Groundwater, surface water and leachate monitoring of various parameters.	Required
4	Soil monitoring within the leachate irrigation area, if irrigation of leachate is to be undertaken.	Not required
13	Groundwater monitoring of groundwater bores within a 1.5km radius of the landfill property boundary, if invited to do so by bore owners.	May be required
14	Carry out annual topographic survey and assess the in-situ refuse density.	Reuse density not required
15(f)	Document the condition of the unlined (old) landfill and any maintenance carried out (links to condition 14(q) of DP ATH-2002003982.03 (DP 6009)).	Required
23	Meter and record the volume of leachate irrigated to land daily.	Not required
27	For the leachate irrigation area, keep records of: • The date and times of leachate irrigation. • The total volume of leachate irrigated daily. • The volumes of leachate irrigated to specific areas. • Weather and ground conditions during irrigation.	Not required

	• Observations made during the weekly inspections of the pump, irrigation systems and irrigation areas. • Repairs and maintenance carried out on the irrigation system.	
29	Record date, time and observations and any remedial action taken as a result of leachate breakout, settlement and other adverse effects.	Required

Discharge Permit ATH-2002003984.02 (DP 6011) - Discharge Landfill Gas, Odour and Dust to Air		
Condition	**Records Description**	**Still Required Following Landfill Closure?**
4(a)	Sample groundwater wells for landfill gas (CH_4, CO_2 and O_2) when groundwater samples are taken.	Required
4(g)	Maintain records of monthly methane surface monitoring of areas capped with a temporary or permanent cap, and the bio-filter bed.	Not required for bio-filter
4(j)	Measure and record the following parameters at the bio-filter: • Daily visual inspection of the state of the bio-filter bed • Daily inspection of the inlet gas fan and duct work and any maintenance required • Weekly recording of pressure across the bio-filter bed. • Weekly monitoring and recording of the bio-filter media moisture content. • Monthly monitoring and recording of the pH of the bio-filter media.	Not required
4(p)	Collect and record the following meteorological data: • Wind direction • Wind speed • Air temperature • Barometric pressure • Relative humidity • Rainfall	Required
7	Keep a record of any complaints received, including, where possible: • Names and addresses of complainants. • Nature of complaint. • Date and time of the complaint and alleged event. • Weather conditions at the time of the complaint. • The activities that were occurring on site at the time. • The cause or likely cause of the event and any factors that influenced its severity. • Any action taken in response to the complaint. • Steps to be taken in the future to prevent a re-occurrence.	Required
8	Keep a record of landfill gas monitoring results including: • Date and time of sampling. • The concentration of gases detected. • Weather conditions at the time of the sampling.	Required
8D	Undertake monthly field investigations of ambient odour at locations beyond the site boundary that are downwind of the landfill and residential houses.	May be required Needs reviewing
8E	Carry out a weekly walkover inspection of all landfill surfaces, including areas around the bio-filter and pond.	Not required for bio-filter. Weekly may need to be moved

Levin Closed Landfill Management Plan
Appendix S SITE RECORDS AND RECORDING FORMS

		to monthly to reflect a closed landfill
8F	Maintain a log of all inspections, investigations and actions taken in accordance with all monitoring and odour inspection conditions of the consent.	Required

Discharge Permit ATH-2002003680.02 (DP 7289) – Discharge Liquid Waste onto and into Land		
Condition	**Records Description**	**Still Required Following Landfill Closure?**
17	Record the following with respect to liquid waste: • The type of liquid waste received. • The volume of liquid waste received. • The source of liquid waste. • The location (by survey) in the landfill in which the material was placed.	Not required

Discharge Permit ATH-2002009801.02 (DP 102259) – Discharge Stormwater to Land and potentially to Groundwater via ground soakage		
Condition	**Records Description**	**Still Required Following Landfill Closure?**
14	Monitor groundwater quality in at least one upgradient and one downgradient bore of the stormwater soakage area. Use can be made of the other groundwater monitoring bores.	Required

Discharge Permit ATH-2014015044.01 (DP 106798) – Discharge to Air (Flared Landfill Gas)		
Condition	**Records Description**	**Still Required Following Landfill Closure?**
14	Record dates and durations of all flare outages (due to equipment failure or maintenance) in excess of 48 hours and for any occasion for which landfill gas was discharged un-combusted.	Required Consideration needs to be made that the flare gas volumes are falling, and the flare may not have enough volume to operate 24/7
15	Sample each extraction wellhead for a variety of parameters as stated in the consent conditions.	Required
17	Maintain a log of all complaints regarding dust, odour and other complaints.	Required

The following forms are provided as a guide for the information required:

- Site Walkover Sheet
- Landfill Complaints Record
- Landfill Incident Record

S-3

Levin Closed Landfill Management Plan
Appendix S SITE RECORDS AND RECORDING FORMS

LEVIN LANDFILL – HOROWHENUA DISTRICT COUNCIL

SITE WALKOVER SHEET

Recording Form to be completed by the Council Landfill Engineer Complete All Information Where Possible

Assessor:			**Time:**	**Date:**
Weather Conditions: Fine / Overcast / Showers / Rain			**Wind Strength & Direction:**	
	OK	**Issue**	**Comments / Action Required**	**Close Out**
GENERAL SITE:				
Road maintenance / dust				
Odour / Refuse / Gas				
Gas System / Flare				
Settlement				
Evidence of Vermin / Pests /				
OSH issues / Signage				
Litter				
Presence of noxious weeds				
Other				
CLOSED LANDFILL AREAS:				
Vegetation cover				
Capping condition				
Areas of ponding / settlement				
Evidence of landfill gas				
Other				
STORMWATER:				
Drains and outlets clear				
Soakage ponds clear				
Other				
LEACHATE:				
Breakouts				
Irrigation operating				
Pond in operation				
Pond level				
Other				

Levin Closed Landfill Management Plan
Appendix S SITE RECORDS AND RECORDING FORMS

LEVIN LANDFILL – HOROWHENUA DISTRICT COUNCIL

LANDFILL COMPLAINTS RECORD

Recording Form to be completed by the Council Landfill Engineer
Complete All Information Where Possible

Landfill: _____Person recording Details: _____

Date: _____Time:_____

Complainant's name: _____

Address of Complainant: _____

Complaint: (Circle) Litter, Dust, Visual, Rodents, Odour, Fire, Noise, Road/Mud, Locked in/out, Staff Attitude,
Other_____
_

Details of Complaint: _____
_

_____
_____

_____
_____

Date of alleged event: _____Time of alleged event: _____

Weather Conditions at the time: _____

Wind direction: _____Wind Speed: _____

Temperature (°C): _____Rain (circle): Y/N

Activities occurring on site at the time: _____

Dates that complaint details were advised to Horizons Regional Council _____and

Mid-Central District Health Board_____

Levin Closed Landfill Management Plan
Appendix S SITE RECORDS AND RECORDING FORMS

Follow up by Council Landfill Engineer:

Date	**Time**	**Actions to Rectify:** May include phone or visit landfill, check weather and wind, investigate source, remedy action, notify complainant

Date the complainant was informed of the results of the investigation:
_____

Complaint Rectified:

Staff Name: _____

Date: _____Time:_____

Levin Closed Landfill Management Plan
Appendix S SITE RECORDS AND RECORDING FORMS

LEVIN LANDFILL – HOROWHENUA DISTRICT COUNCIL
LANDFILL INCIDENT RECORD

Recording Form to be completed by the Council Landfill Engineer

Landfill: _____Person recording Details: _____

Date: _____Time:_____

Type of Incident: (Circle) Fire, Landfill Gas Problems, Leachate System Failure, Stormwater System Failure, Failing of Roading or Access to Tip Face, Machinery Breakdown, Earthquake, Other_____

Reasons for the Incident: _____

_____

_____

Date of incident: _____Time of incident: _____

Location of Incident: _____
Follow up by Council Landfill Engineer (to be completed by Council Landfill Engineer):

Date	Time	Actions to mitigate the incident or prevent reoccurrence

Incident Rectified/Mitigated:

Staff Name: _____

Date: _____Time:_____

Appendix T CUSTOMER SERVICE CHARTER

Appendix U EMERGENCY CONTACTS LIST

Table U- 1:Emergency Contact List

Site Address: 665 Hōkio Beach Road, Levin 5571			
Contact Person or Organisation	**Title**	**Office Phone**	**Mobile Phone**
Horowhenua District Council		06-366 0999 (24 hours)	
David McMillan	Solid Waste Manager	06-366 0999	027 249 1292
Compliance Monitoring (HRC)	Duty Officer	0508 800 800	
Council Landfill Engineer			
Scott Wardlaw	Council Landfill Engineer	06-366 0999	027 225 0884
Others			
Fire and Emergency		111	
Medical Emergency		111	
Mid Central Health Board	Medical Officer of Health	06-350 9110	
Pump Maintenance Contractor	Local Waters Team	06-366 0999	
Landfill Gas Engineer	Whanganui Environmental Engineering	020 4074 9301	
Archaeologist	Daniel Parker	0274210803	
Additional Numbers			
Police	Levin	06-366 0500	
National Poison Centre		0800 764 766 (Urgent)	
Horowhenua Medical Centre	Levin	06-366 0888	
Hospital	Palmerston North	06-356 9169	

Appendix V FEEDBACK RECEIVED ON THE 1ST DRAFT OF THIS CLMP

Feedback was received from the following parties:

- *Archaeologist*
- *Catalyst Group*
- *Horowhenua District Ratepayers and Residents Association Inc*
- *Hōkio Progressive Association Inc*
- *Horizons Regional Council*
- *Neighbourhood Liaison Group*
- *Water and Environmental Care Association Inc*

Appendix W FEEDBACK RECEIVED ON THE 2ND DRAFT OF THIS CLMP

Feedback was received from the Catalyst Group.

File No.: 25/464

7.2 Final Capex Carry Forward to 2025-26

Author(s)	Pei Shan Gan **Financial Controller | Kaiwhakahaere Tahua Pūtea**
	Daniel Haigh **Group Manager Community Infrastructure | Tumu Rangapū, Tūāhanga Hapori**

Approved by	Jacinta Straker **Group Manager Organisation Performance | Tumu Rangapū, Tutukinga Whakahaere**
	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. The purpose of this report is to update the capital budgets for 2025-26 through considering projects that are required to be carried forward from the 2024-25 budget into the 2025-26 capital budget.

This matter relates to Pursuing Organisation Excellence

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

This matter relates to Delivering the Long-Term Plan 2024-44

Delivering the Long-Term Plan 2024-44

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/464 Final Capex Carry Forward to 2025-26.

B. That Council recognise this matter or decision as not significant in terms of S76 of the Local Government Act.

C. That Council approves to carry forward $4.842m of capital projects into 2025/26 as outlined in the report.

D. That Council notes that $1.023m of the capital carry forwards is expected to be funded externally.

E. That Council approves to carry forward $81,572 of debt funded operating costs for infrastructure, noting that they will be funded from lower spending in capital projects.

F. That Council approves to carry forward $277,276 of debt funded operating costs planned for software, to be used for software and innovation projects.

G. That Council provides financial delegation to the Chief Executive to approve the claim for $1.8m from Waka Kotahi for the Tararua Roundabout Water Main Relocation and upgrade in line with the NIFF agreement and PDA agreement with Waka Kotahi.

BACKGROUND | HE KŌRERO TŪĀPAPA

2. A capital reprioritisation exercise was carried out during February and March this year as part of setting the 2025-26 Annual Plan Budget. As part of this, capital expenditure for 2024-25 was reforecast and confirmed to be $36.8m.

3. As part of setting the 2025/26 Annual Plan, we revised the phasing of the budgets for the East West Arterial and Inlet Pipe and Bulk Main projects. These projects have external NIFF funding associated with them. In order to have assurance around procurement ahead of

external funding outcomes, and confirmation that procurement can proceed in line with the budgets in the LTP, acknowledging that if there is an external funding shortfall that a reprioritisation exercise will need to be undertaken to balance budgets of the next 4-year programme.

4. The borrowings were also revised following the re-prioritisation exercise of our capital programme, associated capital funding and debt funded operating costs.

5. The overall cumulative changes to borrowing were just under $4.7m across the four-year period and this was reflected in the 2025/26 Annual Plan.

DISCUSSION | HE MATAPAKINGA

6. Below is a summary of the preliminary capital spending for 2024-25:

Activity	Budget 2024/25	Agreed 24.25 spend with Council for the setting of the 2025.26 Annual Plan (Summary Level)	Variance	Actual Spend for 2024.25	Funds available to CF	Requested carry forward	Net Savings/ (Shortfall)
Treasury and Support	735,383	439,184	$ 296,199	352,866	86,318	86,318	(0)
Community Support	92,341	94,533	-$ 2,192	64,985	29,548	0	29,548
Community Facilities	1,004,000	1,032,857	-$ 28,857	1,000,127	32,730	28,812	3,919
Community Infrastructure	1,281,601	1,224,947	$ 56,654	1,227,567	(2,620)	16,385	(19,005)
Property	1,904,627	1,840,668	$ 63,959	1,621,961	218,707	275,000	(56,293)
Representation & Community Leadership	2,000,000	2,000,000	$ 0	20,300	1,979,700	1,959,400	20,300
Roading	17,159,772	10,030,590	$ 7,129182	10,122,202	(91,612)	379,208	(470,820)
Solid Waste	57,000	57,533	-$ 533	44,361	13,172		13,172
Stormwater	2,057,295	2,158,962	-$ 101,667	1,787,125	371,837	154,102	217,735
Water Supply	7,916,680	10,473,367	-$ 2,556,687	9,382,738	1,090,629	483,635	606,994
Wastewater	10,275,661	7,401,071	$ 2,874,590	6,021,649	1,379,422	1,458,941	(79,519)
Total Capital Items affecting debt	**44,484,360**	**36,753,712**	**$ 7,730,648**	**31,645,882**	**5,107,830**	**4,841,801**	**266,030**
Operating items affecting debt							
Roading (Additional grant funding)		-		-	-	(1,022,765)	1,022,765
Debt funded operating costs - Infrastructure (Unbudgeted)				-	-	81,572	- 81,572
Debt Funded operating costs - Software and innovation initiatives	508,845	508,845		231,569	277,276	277,276	-
Total Operating items affecting debt						**(663,917)**	**941,193**
Total changes affecting debt						**4,177,884**	**1,207,222**

7. Unaudited preliminary results for actual capital expenditure of $31.646m has been confirmed for 2024-25. This is $5.108m lower than the level forecast when setting 2025-26 the Annual Plan. Officers are requesting to carry forward $4.842m of this underspend into the 2025-26 year.

8. If the capital carry forwards are approved, the total capital spending budget for 2025-26 will increase from $47.740m to $52.582m.

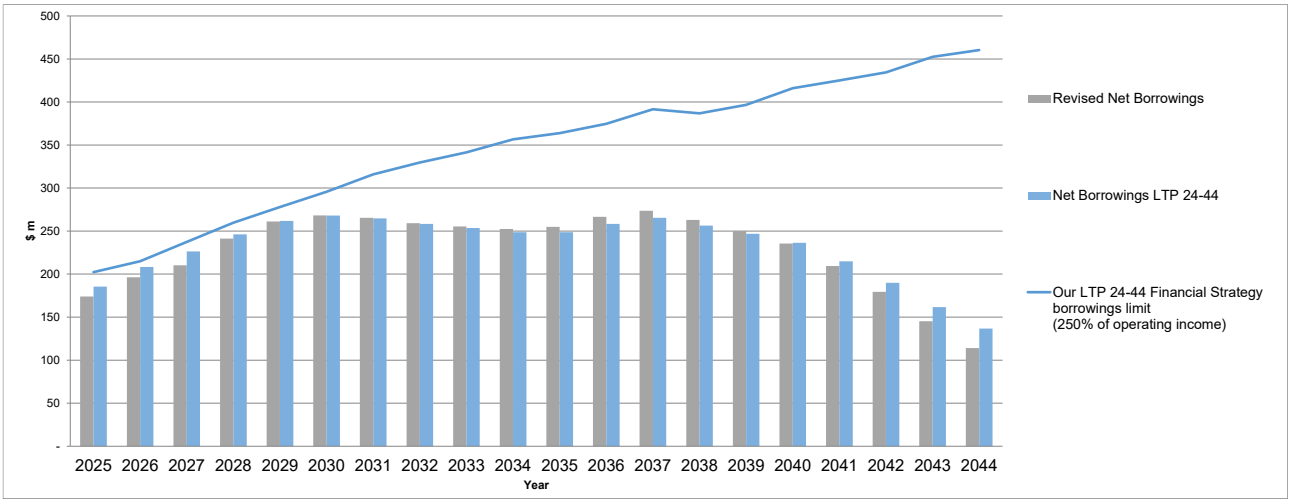
9. Of the $4.842m capital carry forward proposed $1.023m will be externally funded with $838k funded by National Infrastructure Funding and Financing (NIFF) funding and the remainder will be externally funded by NZTA Waka Kotahi. The rest is funded through Local Government Funding Agency (LGFA) borrowings.

10. In addition, it is requested to carry forward $277,276 of debt funded operating costs planned for software, to be used for software and innovation projects.

11. $81,572 of debt funding operating costs for infrastructure projects are also requested to be carried forward which will be funded by the lower spending in capital projects.

12. When taking the above into account, Officers are proposing an overall net saving in terms of borrowings required for 2025-26 and 2026-27 of $1.207m.

13. Below is a summary of the impact of the proposed changes on net borrowings compared to the LTP. There is a $1.207 net reduction in the required borrowings by the end of 2025-26 as a result of this proposed change



14. The listing of projects and the associated financial information is provided below with the key reasons for the carry forward requests.

Activity	Project Name	Approved Budget (2024/25) $	Amount spent to 30 June 2025 $	Carry forward request amount $	Carry forward final Amount $
	Capital expenditure:				
Land Transport	Sealed Roads Resurfacing (Chipseal)	1,254,658	805,505	379,208	379,208
Representation and Community Leadership	Levin Town Centre Activation Projects	1,979,700	20,300	1,959,400	1,959,400
Wastewater	Levin WW Network - MacArthur Street Wastewater main renewal/upgrade	2,133,648	1,289,664	841,966	841,966
Wastewater	Bryce St, Shannon WW Renewals	1,828,345	628,469	550,000	550,000
Wastewater	Wastewater Network I&I Projects			50,000	50,000
Wastewater	Foxton Beach Wastewater Treatment Plant Reactive Renewals	220,000	186,598	16,975	16,975
Water Supply	Districtwide Water Network Reactive Renewals	1,050,000	1,003,714	100,000	46,286
Water Supply	Levin Water Treatment Plant - Filter 1 refurbishment	1,000,000	136,433	130,000	130,000
Water Supply	Levin Water Treatment Plant – Planned Minor Projects			50,000	50,000
Water Supply	Levin Water Treatment Plant Reactive Renewals			37,656	37,656
Water Supply	Tokomaru Water Treatment Plant - Planned Minor Projects	500,000	1,559	20,000	20,000
Water Supply	Tokomaru Water Treatment Plant – Operators control room relocation and fencing		108,890	69,693	69,693
Water Supply	Foxton Beach Water Treatment Plant - Green Sand Filter Upgrade	250,000	12,483	130,000	130,000

Stormwater	Te Awahou Foxton Flood Mitigation Project – two Tractor pumps	NA	NA	154,102	154,102
Community Facilities	Development of a Strategic Recreation Investment Framework for Elected Members	80,000	60,500	16,385	16,385
Community Infrastructure	Strategic Recreation Investment Framework	80,000	23,500	16,835	16,385
Property	Building Renewals- Te Takeretanga o Kura-hau-po	112,000	99,573	112,000	12,427
Property	Property renewals programme	507,997	209,293	275,000	275,000
Treasury and Support	Implementation of Digital Strategy	170,000	44,307	125,000	86,318
	Total Capital carry forward			**5,054,070**	**4,841,801**

	Debt funded operating costs:				
Representation and Community Leadership	Hokio Project (Farm Track)	NA	NA	18,984	18,984
Representation and Community Leadership	Levin Town Centre/Integrated Transport Approach - Scope of Works	NA	NA	12,588	12,588
Stormwater	Waitarere Rise Stormwater	NA	NA	50,000	50,000
	Total debt funded operating costs			**81,572**	**81,572**
	Grand Total			**5,135,642**	**4,923,373**

15. **Sealed Roads Resurfacing (Chipseal)** – Under delivery in the 2024/25 resurfacing programme lead to an underspend. This budget is needed for 2025/26 and scheduled to be spent in November by adding the missed reseal sites to the 2025/26 programme. This programme is 61% funded by NZTA Waka Kotahi.
16. **Levin Town Centre Activation Projects** - Potential opportunity to provide financial support towards a significant strategic Levin Town Centre opportunity.
17. **Levin WW Network** - MacArthur Street Wastewater main renewal/upgrade - Unexpected delay in construction, pushing the contracted works out into 2025/26. This project was deferred to 2025/26 and budget was used for MacArthur St. This is expected to be spent in the first quarter.
18. **Wastewater Network I&I Projects** - Remote sensors ordered but not yet received. This is expected to be spent in September/October.
19. **Bryce St, Shannon WW Renewals** - Unexpected delay in construction, pushing the contracted works out into 2025/26. This is expected to be spent in the first quarter.
20. **Foxton Beach Wastewater Treatment Plant Reactive Renewals** – There was no budget allocated in the Annual Plan, requested budget will be utilised for unplanned renewals at treatment plant as required.
21. **Districtwide Water Network Reactive Renewals** - Ongoing works for Union St, Foxton to be scoped/scheduled. This is expected to be spent in the first quarter.
22. **Levin Water Treatment Plant - Filter 1 refurbishment** - It has always been in the plan to refurbish two filters at least in a year. This project is not a delayed project. Filter 1 was meant to be installed in 2025/26. However, due to its inefficiency, the job was started in May 2025. There is $270K allocated in the AP, this was for the completion of the current filter 1# refurbishment, the request to carry forward $130k is to undertake the refurbishment of the

other 2 filters at the treatment plant this financial year. A procurement plan was presented to PRG 20 August.

23. **Levin Water Treatment Plant – Planned Minor Projects** - Development of storage and sampling room. This is expected to be spent in the first half of the financial year.
24. **Levin Water Treatment Plant Reactive Renewals** - Completion of Filter gallery inlet pipe renewal. This is expected to be spent in the first half of the financial year.
25. **Tokomaru Water Treatment Plant - Planned Minor Projects** - Ongoing filter upgrade works, awaiting materials supply.
26. **Tokomaru Water Treatment Plan**t - Request to carry forward $69,693 from 24/25 to cover June claim costs, due to timing and impacts not allowing costs to be journaled to appropriate Financial Year.
27. **Foxton Beach Water Treatment Plant - Green Sand Filter Upgrade** –This project was delayed due to the time it took for the team to finalise the scope of works with the supplier and the lead time for the vessels was longer than anticipated. There is $65k allocated in the 25/26 Annual Plan, the requested carry forward of $130k is required to complete the works this financial year.
28. **Te Awahou Foxton Flood Resilience project** – Carry forward requested to pay final invoice for two tractor pumps vested to HDC from Horizons as part of the Te Awahou Foxton Flood Resilience project. the pumps, were purchased as part of this project and will be owned, managed, and maintained by HDC.
29. **Development of a Strategic Recreation Investment Framework for Elected Members** - Extended delivery to July/August.
30. **Strategic Recreation Investment Framework** - Extended delivery to July/August.
31. **Building Renewals- Te Takeretanga o Kura-hau-po** - Delay in supply of lights
32. **Property renewals programme** – Civic building roof in need of work. One year budget insufficient. Proposal to combine 2024/25 underspend with 2025/26 budget to afford required renewal.
33. **Implementation of Digital Strategy** - With focus going into addressing long standing foundational IT infrastructure issues in 2024/25 there has been a pause advancing the digital strategy and implementing new technology assets until we had the basics right. The roadmap for 2025/26 will see these ready to kick off.

Levin Wastewater Treatment Plant (LWWTP) Inlet Pipe Upgrade and Renewal project

34. The procurement approval for the Levin Wastewater Treatment Plant (LWWTP) Inlet Pipe Upgrade and Renewal project was granted in October 2023 via PRG paper (MyPal-2023-52). As part of the setting of the 2025/26 AP a revised budget of $5m is available this financial year. The NIFF funding comprises of HDC co-funding of $2,973,094 grant funding of $1,482,111 and loan funding of $1,736,021.
35. The contract has been issued for stage 1 within the available budget to ensure completion before end of 2025 to comply with existing NIFF requirements. The intention is to issue stage 2 as a variation to the existing contract, post negotiation with contractor utilising existing known market rates to ensure price tension.
36. Should the NIFF funding associated with the project not be available, there may be a need to undertake a capex budget reprioritisation with the new council to minimise impact on total capital outcome for 2025/26.

East West Arterial

37. Following revision of the NIFF project milestone budgets in early 2025 and as part of setting the 2025/26 AP, the phasing of the budget for the East West Arterial project was revised.

There is $2m in the AP for the EWA in 2025/26, and $2m allocated for 2026/27. This project falls under the NIFF funding agreement milestone 5b -Stage 2 with a budget of $6,670,000 comprising of $807,022 HDC co funding and $5,862,978 loan funding.

38. If the additional $2m that is in 2026/27 year 3, is required to be brought forward to year 2, and should the NIFF funding associated with the project not be available, there will need to be a capex budget reprioritisation with the new council to minimise impact on total capital outcome for 2025/26.

Tararua - Water Main – Delegation

39. Council committed to enabling and contributing towards improvement works on Tararua Road including the Tararua Roundabout project in Schedule A of the PDA with Waka Kotahi. The procurement approval for the Tararua Roundabout Services Relocation was granted in October 2023, via PRG paper (MyPal-2023-53).

40. Waka Kotahi contracted Fulton Hogan to construct the Roundabout, with the water main relocation and upgrade being completed under a variation to the construction contract. The service relocation works commenced in January 2025 and the service relocation and upgrade was completed in May 2025.

41. Following the revision of the NIFF project milestone, and the timing for approval from NIFF regarding the revised project milestone budgets the revised delegation for the Chief Executive was not completed for the water services upgrade. Delegation for the Chief Executive to approve the claim of $1.8m is being requested.

42. The $1.8m budget has been included this financial year as part of setting the 2025/26 Annual Plan. Council have received the $1.8m claim via Waka Kotahi from Fulton Hogan for the relocation. Following this payment to Waka Kotahi, Council can then apply for $1.5m grant funding from NIFF.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

There are no appendices for this report

File No.: 25/530

7.3 Horowhenua Destination Management Plan

Author(s)	Ashleigh Le Gal **Destination Management Lead | Kaiwhakahaere Tūwāhi**
	Lisa Campbell **Strategic Communications Manager | Tumu Rautaki Whakawhiti Kōrero**

Approved by	David McCorkindale **Group Manager - Vision & Delivery | Tumu Rangapū, Matawhānui Hapori, Whakarite**
	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. Endorsement of the refreshed *Destination Management Plan* as a strategic framework to guide the sustainable growth and development of the Horowhenua visitor economy.
2. Endorsement of the supporting implementation and metrics framework, noting that delivery will be within existing budget, phased, adaptive, and subject to Council's usual planning processes.
3. This work reflects the commitment signalled in the Long Term Plan 2024-44 to continue the Destination Management function and ensures Council can respond to new opportunities and challenges while aligning with community outcomes and strategic priorities.

This matter relates to Delivering the Long-Term Plan 2024-44

Delivering the Long-Term Plan 2024-44

EXECUTIVE SUMMARY | TE WHAKARĀPOPOTOTANGA MATUA

4. It's five years on from the initial Horowhenua Destination Management Plan and context has shifted significantly. COVID-19 is behind us, the Ōtaki to North of Levin (Ō2NL) expressway is about to be constructed, and new opportunities are emerging. To capitalise on these, a refreshed plan is required to provide clear direction and focus.
5. Visitor spend has grown at 1.5 to 2 times the rate of population growth with visitors contributing over $124 million in spend across the district in the year to March 2025, accounting for 3.2% of local GDP. With targeted interventions and initiatives, visitor expenditure has the potential to more than double to around $300 million by 2035. The refreshed Plan provides the framework to guide and enable this growth.
6. Destination Management creates jobs and supports local amenities and businesses that enhance the quality of life for residents, making Horowhenua a more appealing place to live. With affordability, lifestyle advantages, and strong connectivity, the district is increasingly attractive to new residents, generating social and economic value that extends well beyond the visitor sector.
7. Sustainability and partnership are central to the Destination Management Plan (the Plan). Protecting the district's environment, respecting cultural values, and working in genuine partnership with mana whenua are non-negotiable foundations for destination management. Embedding kaitiakitanga, manaakitanga, and whanaungatanga ensures visitor growth strengthens rather than erodes the community and natural environment, while upcoming Treaty settlements present significant opportunities to deepen iwi and hapū leadership in shaping the district's future as a destination.

8. Ō2NL creates a rare opportunity to shape Horowhenua as a *destination by design*. The expressway will reshape travel patterns and influence how visitors move through the district. With strong connectivity, rapid growth, and rich cultural and natural assets, Horowhenua is well placed to plan for the right visitor market development in the right places. Insight-led visitor master planning, aligned with existing urban and recreation strategies, will be critical – underpinned by continued restoration of natural environments such as Lake Horowhenua (Punahau) and the Manawatū River Loop.

9. Regional and national investment highlights the importance of events in stimulating domestic travel. Horowhenua has built strong momentum with the establishment of a Major Events Fund in 2024, creating a platform to grow existing events such as the Big Dutch Day Out and develop new offerings that showcase the district's food, culture, and natural environment.

10. Focused leadership and coordination are critical to capture the benefits of visitor growth, manage its impacts, and align with community outcomes. Associate Membership with Regional Tourism NZ (RTNZ) has newly been established. This affiliation will strengthen Horowhenua's national profile, unlock access to future funding, and position the district to deliver on its visitor sector potential.

DELEGATION OR AUTHORITY TO ACT | TE MANA WHAKATAU I NGĀ KAWENGA

11. Council holds the authority to act, as set out in its Terms of Reference and the Local Government Act.

SIGNIFICANCE ASSESSMENT | HE AROMATAWAI MATUA

12. This decision is recognised as not significant in terms of S76 of the Local Government Act. It has been assessed against the Significance and Engagement Policy and does not trigger any other assessment matters and therefore is deemed to be not significant.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive Report 25/530 Horowhenua Destination Management Plan .

B. That Council recognise this decision as not significant in terms of S76 of the Local Government Act.

C. That Council endorse the refreshed Destination Management Plan and the supporting implementation and metrics framework as a strategic framework to guide the sustainable growth and development of the Horowhenua visitor economy.

BACKGROUND | HE KŌRERO TŪĀPAPA

13. The first Horowhenua Destination Management and Development Plan (2020–2030) was developed in 2020. While it was not formally endorsed by Council, it has served as the founding document guiding Horowhenua destination management efforts to date. The Plan established the district's initial framework for developing the visitor sector, identifying the opportunities and challenges in positioning Horowhenua as an emerging destination.

14. Since that time, Council has demonstrated ongoing support for destination management, initially through a successful bid for Better Off Funding, and then through the Long-Term Plan, which provides dedicated funding to continue this function. This commitment has been strengthened by the appointment of a full-time Destination Management Lead within Council, providing leadership, coordination, and capacity to deliver on this important mahi.

DISCUSSION | HE MATAPAKINGA

15. The refreshed Destination Management Plan (the Plan) builds on the original 2020–2030 Plan, which, while never formally endorsed by Council, has been the foundation document for Horowhenua destination management activity to date.

16. The action being sought through this report is endorsement of the refreshed Plan, alongside the supporting implementation plan and metrics framework.

17. Endorsing the refreshed Destination Management Plan signals Council's commitment to continuing this function, as outlined in the Long Term Plan. The supporting implementation and metrics framework will guide delivery, but it is important to note that implementation will be phased, adaptive, and undertaken within existing budgets. Any future resourcing requirements or new initiatives would remain subject to Council's usual planning and budget processes.

18. The refreshed Destination Management Plan has been developed with input from across Council, iwi/hapū, local operators, and community stakeholders. Independent consultants were engaged to guide the process and ensure best practice alignment with national destination management approaches.

19. Feedback has been incorporated through engagement, including an elected member workshop in August 2025. This has ensured the Plan reflects Council's strategic priorities, community aspirations, and national tourism context.

20. Since the original Plan, Council has strengthened its commitment to destination management through Better Off Funding and the Long-Term Plan, including establishing a full-time Destination Management Lead. Endorsement of the refreshed Destination Management Plan provides the strategic direction to guide that resourcing and activity.

21. The refreshed Plan recognises the major changes that have occurred in the past five years, including the impacts of COVID-19, rapid population growth, and the upcoming construction of the Ōtaki to North of Levin (Ō2NL) expressway. It identifies the opportunities and risks these changes create for the Horowhenua visitor sector.

22. Endorsement of the Plan will provide a clear framework for Council and partners to prioritise investment, strengthen collaboration with mana whenua and industry, and enable Horowhenua to position itself nationally through its Associate Membership with Regional Tourism New Zealand (RTNZ).

23. Without endorsement, Council risks continuing to operate without a formally recognised strategy for destination management, limiting its ability to attract external funding, strengthen partnerships, and respond proactively to growth and visitor demand.

Options | Ngā Kōwhiringa

24. Three options have been identified for Council's consideration in relation to the refreshed Destination Management Plan.

    24.1. Option 1 (recommended) - Endorse the refreshed Destination Management Plan and its supporting implementation and metrics framework. This provides a clear, future-focused framework to guide Council and partner activity in destination management.

    24.2. Option 2 (status quo) - Hold off endorsing the Destination Management Plan and implementation and metrics framework until further information has been provided.

    24.3. Option 3 (not recommended) - Endorse the refreshed Destination Management Plan but hold off endorsing the supporting implementation and metrics framework.

25. The benefits and risks of each option are set out in the table below.

Options | Ngā Kōwhiringa	Benefits | Ngā Whiwhinga	Risks | Ngā Mōrearea
Option 1 (recommended) Endorsement of the refreshed Destination Management Plan and the supporting implementation and metrics framework.	Provides an updated, future-focused framework aligned with Council's strategic priorities and community outcomes. Introduces clear implementation steps and SMART metrics for monitoring progress.	Requires ongoing staff capacity and resourcing to deliver the implementation plan. Raises expectations from stakeholders that identified recommendations will be delivered, even where funding is dependent on external sources.
Option 2 (status quo) Hold off endorsing the Destination Management Plan and implementation and metrics framework until further information has been provided.	Provides more time for Council to consider its role and seek additional detail before making a decision. No immediate commitment of resources.	Delays decision-making, leaving the district without a clear framework in the interim. Reduces Council's ability to respond to emerging opportunities. Risks loss of momentum and credibility with stakeholders.
Option 3 (not recommended) Endorse the refreshed Destination Management Plan but hold off endorsing the implementation and metrics framework	Provides a clear, high-level strategic framework to guide future activity. Allows Council to defer detailed implementation commitments until more clarity or resourcing is available.	Risk of stakeholder frustration if endorsement is seen as partial or hesitant. Potential missed funding opportunities if clear metrics and actions are not confirmed.

Option 1 (recommended)

Option 1 - Endorsement of the refreshed Destination Management Plan and the supporting implementation and metrics framework is the preferred and recommended option as it reflects the commitment signalled in the Long Term Plan 2024-44 to continue the Destination Management function. It provides an updated, future-focused framework aligned with Council's strategic priorities and community outcomes and introduces clear implementation steps and SMART metrics for monitoring progress.

ENGAGING WITH MĀORI | TE MAHI TAHI KI TE MĀORI

26. Council acknowledges the connection that the following Iwi/hapū have to Horowhenua and remain committed to working alongside them to build and maintain strong and meaningful partnerships, this is pertinent in the Destination Management space.

- Muaūpoko Tribal Authority

- Rangitāne o Manawatū
- Te Tūmatakahuki Incorporated Society a collective of Ngāti Raukawa hapū representatives including - Ngāti Turanga, Ngāti Rakau, Ngāti Te Au, Ngāti Takihiku, Ngāti Ngārongo, Ngāti Whakatere, Ngāti Pareraukawa, Ngāti Huia ki Poroutawhao, Ngāti Huia ki Matau, Ngāti Kikopiri, Ngāti Hikitanga and Ngāti Wehi Wehi.
- Te iwi o Ngāti Tukorehe Trust - representing Ngati Tukorehe, Te Mateawa, Ngāti Te Rangitawhia and Ngāti Kapu
- Ngāti Apa

27. Muaūpoko Tribal Authority and Ngāti Raukawa ki te Tonga were invited to attend a workshop as part of the refresh process, but capacity prohibited this. Officers referenced key iwi and hapū strategies and documents, including environmental management plans, community plans, the National Māori Tourism Strategy and iwi/ hapū submissions to Council plans. Officers themed these aspirations and reached out separately via email and phone to iwi and hapū leaders for their feedback.

CLIMATE CHANGE | NGĀ ĀHUARANGI HURIHURI

28. The decisions and matters of this report are assessed to have low climate change implications

FINANCIAL AND RESOURCING | TE TAHUA PŪTEA ME NGĀ RAUEMI

29. Horowhenua District Council's Long Term Plan 2024 has $231,957 excl. salaries allocated to Destination Management in the 2025/2026 financial year.

30. Destination Management Plan Implementation would remain within this budget allocation.

LEGAL AND RISK | TE TURE ME NGĀ MŌREAREATANGA

31. There are no Legal Requirements or Statutory Obligations affecting endorsement.

POLICY IMPACT | NGĀ PĀTANGA I NGĀ KAUPAPA HERE

32. The Destination Management Plan gives effect the Horowhenua 2040 Blueprint and is aligned with related Council strategies such as the Horowhenua Growth Strategy 2040, He Hapori Pakari - Strong Communities Strategy and the Levin Town Centre Strategy.

COMMUNICATIONS AND ENGAGEMENT | TE WHAKAWHITI PĀRONGO ME TE MAHI

Communicating with our Community | Te Whakawhiti Pārongo ki te Hapori

33. There was no formal consultation required to be undertaken for the refresh of the Destination Management Plan.

34. Council Officers will use established communications channels to inform the community of this decision and provide regular updates to the community regarding progress of the Plan and implementation plan, ensuring that the community remain informed.

NEXT STEPS | HEI MAHI

35. If Council endorse the refreshed Destination Management Plan, officers will finalise and publish the Plan with its implementation and metrics framework, begin delivery of Year One actions, and report progress through existing channels. Engagement with mana whenua, community stakeholders, and industry partners will continue to support collaborative delivery. Work will also progress to capitalise on the Associate Membership with Regional Tourism New Zealand (RTNZ), strengthening national profile for Horowhenua and access to funding, while ensuring actions align with related Council strategies such as the Horowhenua Growth Strategy 2040, Horowhenua Blueprint 2040, He Hapori Pakari - Strong Communities Strategy, Levin Town Centre Strategy, and infrastructure planning.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Horowhenua Destination Management and Development Plan 2025	271
B⇩	Destination Horowhenua Implementation Plan 2025	325


COME FIND
YOURSELF
HURAINA
TO MATA
HOROWHENUA
Horowhenua Destination
Management Plan

Foreword

Horowhenua is a place where history and future sit side by side. Where vast horizons offer peace and ease, and the mountains, rivers and parks invite adventure.

Boasting the shortest distance in Aotearoa from mountains to sea, and home to a remarkable dune system, this district has long been valued for its fertile whenua and natural abundance. It's no wonder Horowhenua is often called the North Island's food bowl — a title that speaks to both its productivity and potential.

Horowhenua is a place that is awakening to its potential. With growth on the horizon, investment underway, and a strong sense of community direction, now is the time to shape the kind of visitor economy we want — one that reflects our people and places, and delivers genuine value for both.

This Destination Management Plan outlines that path. It's guided by local knowledge, aligned with national best practice, and focused on delivering meaningful experiences that benefit our environment, economy and community.

We're not chasing volume. We're creating value. And it starts right here.

Prepared by:
John Hutchings, Director
Claire Spencer, Consultant
Hutch Consulting Ltd
www.hutchconsulting.co.nz

Executive Summary

Time for a refresh of destination management and planning: It's now five years since the publication of the initial Horowhenua Destination Management Plan.

COVID-19 has been and gone and the Ōtaki to North of Levin (Ō2NL) Expressway. is about to be constructed. New opportunities abound but they will not be capitalised upon without conscious effort. The purpose of this refreshed Plan is to apply that conscious effort.

Horowhenua is an awakening destination: The current visitor sector has been built on the natural hospitality and warmth of the Horowhenua people. The district offers a unique blend of comparative uncrowdedness, affordability and easy access to beaches, all with increasing connectivity to Wellington. Untapped natural assets such as the Manawatū River Loop at Foxton, the Manawatū River Estuary Ramsar site and the district's proximity to the stunning Tararua Range, provide a strong foundation for Horowhenua's continued development as a visitor destination.

The visitor sector is key to the economic growth of Horowhenua: The visitor sector already makes a significant contribution to the Horowhenua economy. Visitors spent over $124m across Horowhenua in Year End (YE) March 2025, contributing 3.2% to GDP. With carefully targeted interventions and initiatives, we are confident that visitor expenditure could more than double from the current $124m to reach around $300m by 2035. Driving that growth remains the primary purpose of this Plan.

Destination development supports population growth: What attracts visitors also enhances the quality of life for residents, and great visitor experiences can enhance the appeal of a 'destination' as a place to live. Affordability, lifestyle advantages, and excellent connectivity make Horowhenua increasingly attractive attractive to new residents, adding social and economic value beyond the visitor sector.

Environmental sustainability is a non-negotiable for the future of the sector: New Zealand's pre-COVID visitor growth outpaced the social licence and infrastructure needed to support it, and these pressures have not disappeared. The environmental footprint of the visitor sector remains a key concern. A continued focus on the voices of mana whenua and the Horowhenua community is a central driver of this refreshed Plan.

Partnership and cultural respect must lead: The cultural and heritage values of Horowhenua must be fully embraced, with genuine partnership approaches embedded into destination management. It implies visitor service and experience providers actively living the values of Kaitiakitanga (guardianship), Manaakitanga (hospitality) and Whanaungatanga (relationships). It also implies embracing Te Ao Māori (the connectiveness of living and non-living things), the use of Te Reo Māori and enabling the people of Horowhenua to confidently share the stories of its culture, heritage, people, and places.

The anticipated Treaty settlements for Muaūpoko and Ngāti Raukawa ki te Tonga signal a significant opportunity to deepen partnership in destination management. While the early stages of this Plan may involve laying the groundwork, post-settlement offers the potential for Iwi and Hapū to play an even greater role in shaping how Horowhenua is represented, experienced, and celebrated as a visitor destination. Ensuring the Plan enables and supports this future participation is essential to delivering an authentic and inclusive visitor experience.

Market opportunities exist now and are growing: The Horowhenua visitor market remains driven by domestic travel. Clear opportunities exist, and are growing, across four key categories of visitor:

- **Transit Visitors:** Such as day trippers from Wellington, nearby locations, and those travelling through the district.
- **Leisure Visitors:** From a wide range of locations, seeking recreation, beach stays, or nature-based experiences.
- **Visiting Friends and Relatives (VFR):** Both domestic and international visitors, often combining VFR with recreation.
- **Business and Professional Visitors:** Attending meetings, conferences, or engaging in trade.

Unlocking the full potential of the visitor sector opportunity requires targeted market development, sustained marketing, and the timely delivery of key enablers.

The forecast population growth, combined with enhanced access from the completion of the Ōtaki to North of Levin (Ō2NL) Expressway, presents both a major opportunity and a potential disruptor for for the visitor sector in Horowhenua. This refreshed Destination Management Plan provides clear guidance on the actions and interventions needed to capitalise on these shifts
and proactively manage any associated challenges.

The hub and spoke approach: With the Ō2NL Expressway set to reshape travel patterns, the way visitors move through Horowhenua, and the roles of its towns, is evolving.

Horowhenua is uniquely positioned to adopt a "destination by design" approach. It's growing connectivity, rapid population growth, rich cultural and natural assets, and strong planning foundations create a rare opportunity to shape a visitor economy that delivers environmental, economic, and social returns.

To achieve this, a district-wide mindset is essential. One that is focused on the visitor sector, and one that celebrates the distinct identities of each town, while advocating for the right visitor development in the right places to meet future demand.

National insights tell us that domestic visitors are primarily driven by family-friendly experiences, opportunities to connect with nature, and activities that support relaxation and wellbeing. To align with this, Horowhenua must undertake focused, insight-led visitor master planning that connects with existing urban (e.g. Tara-Ika Master Plan and Levin Town Centre), recreation, and infrastructure strategies.

Critically, the foundation of the visitor strategy for Horowhenua must be the continued restoration and enhancement of its natural environment — including the ongoing environmental improvement efforts at Punahau Lake Horowhenua and the Manawatū River Loop in Foxton.

Events are a good means of attracting visitors: Events continue to play a critical role in attracting visitors to Horowhenua. Since the 2020 Destination Management and Development Plan (DMP), the government has invested over $50 million into regional events, reflecting the growing recognition of events as an effective tool to stimulate domestic travel and regional visitation. Horowhenua has built strong momentum with the establishment of a dedicated major events fund in 2024, creating a solid platform for future growth.

There is now an opportunity to build on this progress through a revised events strategy – one that better reflects the establishment of the Major Events Fund and supports both existing events such as the Big Dutch Day Out and new, reimagined offerings. These could include a revitalised Taste Trail-style food event, waka ama regattas, and nature-based celebrations that showcase the unique environmental and cultural identity of Horowhenua.

Horowhenua - The Gateway from Wellington:
With the completion of the lower North Island expressway network, including Ō2NL, Horowhenua, and particularly Foxton, will become the natural first stop for transit travellers. The Ō2NL Expressway is the most significant upcoming visitor sector enabler for Horowhenua and, to a degree, 'disruptor'. The key challenges will include ensuring sufficient work has been done to maximise on the opportunities and to encourage increasing visitor numbers into longer stays and expenditure.

A Destination Management function is a must do:
Establishing a dedicated and recognised destination management function affiliated to Regional Tourism Organisations NZ (RTONZ) is a critical enabler for the visitor sector success of Horowhenua and remains one of this Plans core recommendations.

Focused leadership and coordinated action are essential to ensure the district can plan, prioritise, and deliver the work needed to capture the benefits of sector growth, manage its impacts, and align with community outcomes. While recent resourcing within Horowhenua District Council (HDC) is a great first step, an affiliation with RTONZ, and increased human and financial resource, is required.

Since the original recommendation in the 2020 DMP, central government has allocated nearly $80 million to regional tourism support. Horowhenua has missed out on this due to its lack of a recognised RTO. A dedicated, RTONZ affiliated function would unlock access to any future funding and strengthen national partnerships.

Progress toward Affiliate RTONZ status has already begun, with eligibility confirmed and initial engagement under way. Formalising this affiliation will help position Horowhenua to access future funding and national tourism support.

It is recommended that this function:

- Provides long term leadership and coordination of destination planning and delivery.
- Embeds Iwi/Hapū, community, and sector voices alongside data and insights in decision-making.
- Operates under strong, transparent governance, is closely connected to Horowhenua District Council's executive and is reflective of both public and private sector interests.

While ratepayer investment will be required, the return, in terms of outcomes across social, environmental and economic, is clear. With a current GDP contribution from expenditure at $124m at YE March 2025, the impact of more than doubling the visitor expenditure to $300million will be significant.

This entity must be more than a marketing arm, it must serve the wider environmental, economic, cultural, and community objectives made possible through thoughtful destination development.

Without it, the opportunities outlined in this plan risk going unrealised.

Future planning for Destination Horowhenua should be guided by three objectives:

GROWTH

- Position destination development as a crucial driver of the district's future prosperity, with a target to more than double visitor spending to $300m by 2035 (approximately 10% growth per annum). Growth should be demand-led, focused and inclusive, and designed to support the wider economy, local businesses, and community wellbeing.

SUSTAINABILITY

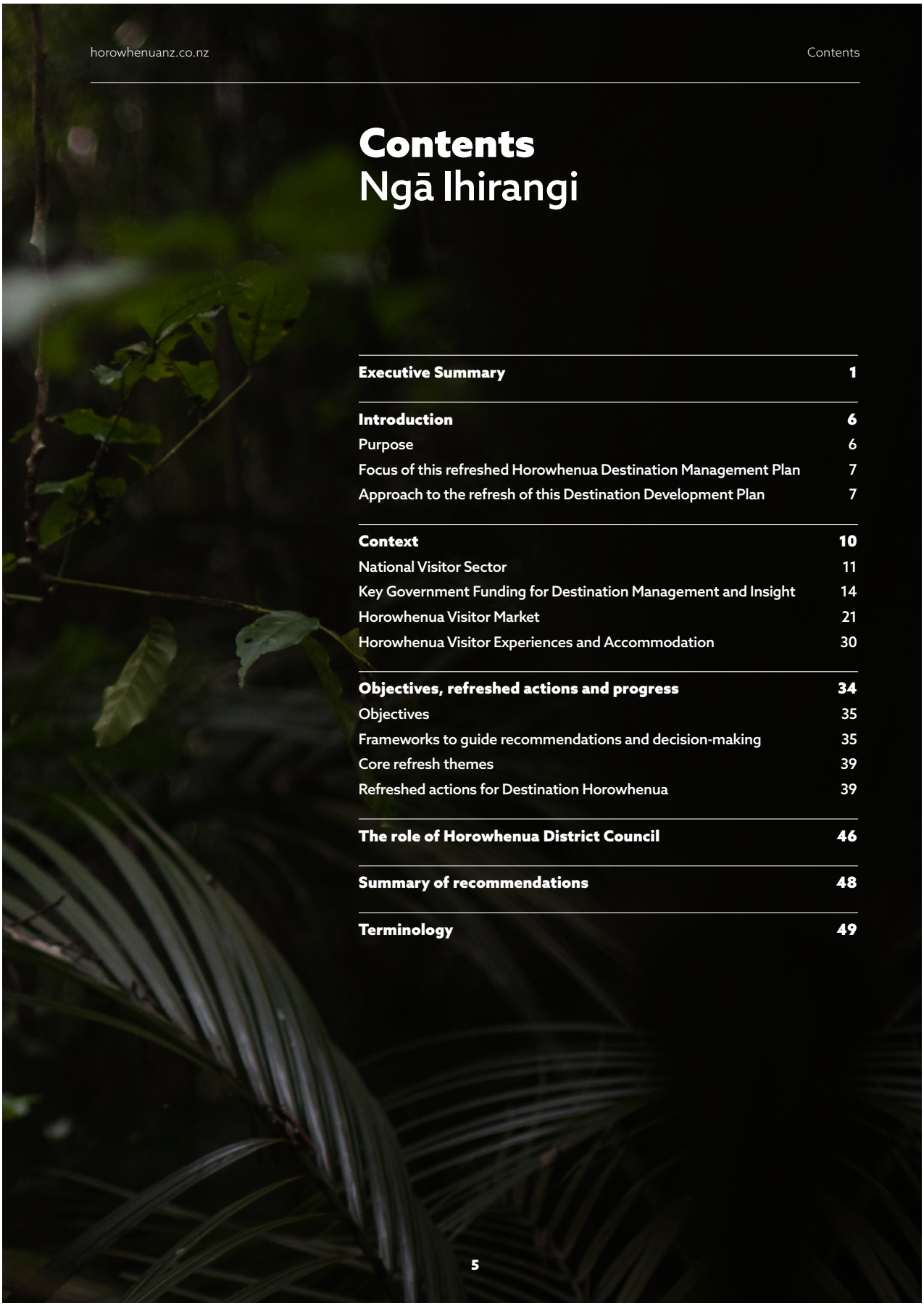
- Build a thriving visitor sector that is environmentally responsible, community-conscious, and uniquely Horowhenua. A visitor sector that:
  - Improves its environmental footprint.
  - Is renowned for its built, natural, and cultural heritage and experiences.
  - Is driven by collaborative, passionate and proud people.
  - Offers unique and authentic experiences that reflect the district's identity.
  - Is regenerative' to the district's natural and human resources.

INCLUSIVITY

- View tourism as a platform to enrich the cultural, social, economic and mental wellbeing and pride of the communities of Horowhenua. Enabling:
  - Deeper understanding of kaitiakitanga (guardianship), manaakitanga (hospitality), tiaki (care), and respect for mana whenua.
  - Support for the sharing of local stories, culture, heritage, people, and places.
  - Enhancement of community pride, connection, and capacity to participate meaningfully in the visitor economy.




Horowhenua Destination Management Plan
4



Contents
Ngā Ihirangi

Executive Summary 1

Introduction 6
Purpose 6
Focus of this refreshed Horowhenua Destination Management Plan 7
Approach to the refresh of this Destination Development Plan 7

Context 10
National Visitor Sector 11
Key Government Funding for Destination Management and Insight 14
Horowhenua Visitor Market 21
Horowhenua Visitor Experiences and Accommodation 30

Objectives, refreshed actions and progress 34
Objectives 35
Frameworks to guide recommendations and decision-making 35
Core refresh themes 39
Refreshed actions for Destination Horowhenua 39

The role of Horowhenua District Council 46

Summary of recommendations 48

Terminology 49

Introduction

Purpose

The purpose of this document is to refresh the Horowhenua Destination Development and Management Plan 2020-2030. It is five years since the authoring of the original report and midway to the original horizon; making it appropriate to take stock, review progress, recalibrate and extend the report's focus to 2035.

The importance of doing this is, at least in part, because the visitor sector has deep penetration to every part of a community and economy (figure one).

Figure One: parties with an interest in destination management[1]



The refreshed Destination Management Plan (DMP) begins by updating information about the operating environment that impacts on the Horowhenua visitor sector. The Plan then describes the current characteristics and performance of the Horowhenua visitor sector. The final section of the DMP updates the initiatives and actions that will optimise future sector opportunities and reduce the negative public and private sector consequences from sector growth.

1 Source: MBIE Destination Management Guidelines

Focus of this refreshed Horowhenua Destination Management Plan

The focus of the DMP refresh remains on providing answers the following questions:

1. **How can Destination Horowhenua be sustainably grown? What new or enhanced experiences and services could be established in Horowhenua, how will these be supported and how will visitors be encouraged to spend more money and time and gain greater enjoyment from the district's offerings?**
2. **How does visitor sector growth deliver to the social, economic and environmental wellbeing of Horowhenua? How will an enhanced visitor sector improve the district's appeal for residents and visitors? How will this growth strengthen the resilience of the district's economy?**
3. **How can visitor impacts be effectively managed? How will the impacts of visitors on the environment and on local communities be managed?**

Among other things, answering these three questions required us to re-examine:

- The national context and the **competitive advantages** and disadvantages of Horowhenua in the visitor sector.
- How to **prioritise investment** in current and future experiences, including potential funding approaches.
- The role of **public and private sector collaboration**, and the importance of publicly funded 'enablers' in shaping the visitor future of Horowhenua.
- Market development and visibility ensuring **the right initiatives are prioritised to meet demand**, and that Destination Horowhenua builds recognition and appeal among key audiences.
- **Accountability**, institutional arrangements and the KPIs associated with the conversion of priority opportunities into actions.

Approach to the refresh of this Destination Management Plan

The task of answering the above questions was approached through several phases of information gathering, analysis, and 'recommendation testing', as follows:

- Received a thorough briefing from the project steering group.
- Refreshed and refined our understanding of the Horowhenua visitor attractions and visitor characteristics. This included reviewing previous inputs to the 2020 Plan, assessing updated published material and examining data collected by Infometrics, MBIE, Tourism New Zealand, Tourism Industry Aotearoa, Stats NZ, Marketview, DGiT, and NZTA Waka Kotahi. This information enabled us to better understand who comes to Horowhenua, where they come from, why they come, how they travel to the region, what they spent their money on, and what experiences and services drive them.
- Assessed the sector in a pre and post COVID-19 environment to look at recovery and sector changes.
- Included outputs from HDC's product development workshop, online performance metrics, and visitor surveys, along with the results of an industry-wide survey. We also sought input from selected experts to understand what remains relevant from the 2020 Plan and what has changed. In addition, we tested current views on visitor needs, expectations, opportunities, and the constraints that may impact the future of Destination Horowhenua.
- Reviewed progress and revised previously committed or proposed visitor sector-affecting investments and the Ō2NL Expressway upgrade. We also examined the destination management and development policy commitments made by central and local government, and the private sector.
- Analysed all our input information and discussed the revisions of the work with the project's steering group. This was to check that our findings were in accord with their thinking and to encourage their further consideration of opportunities to implement our key findings.

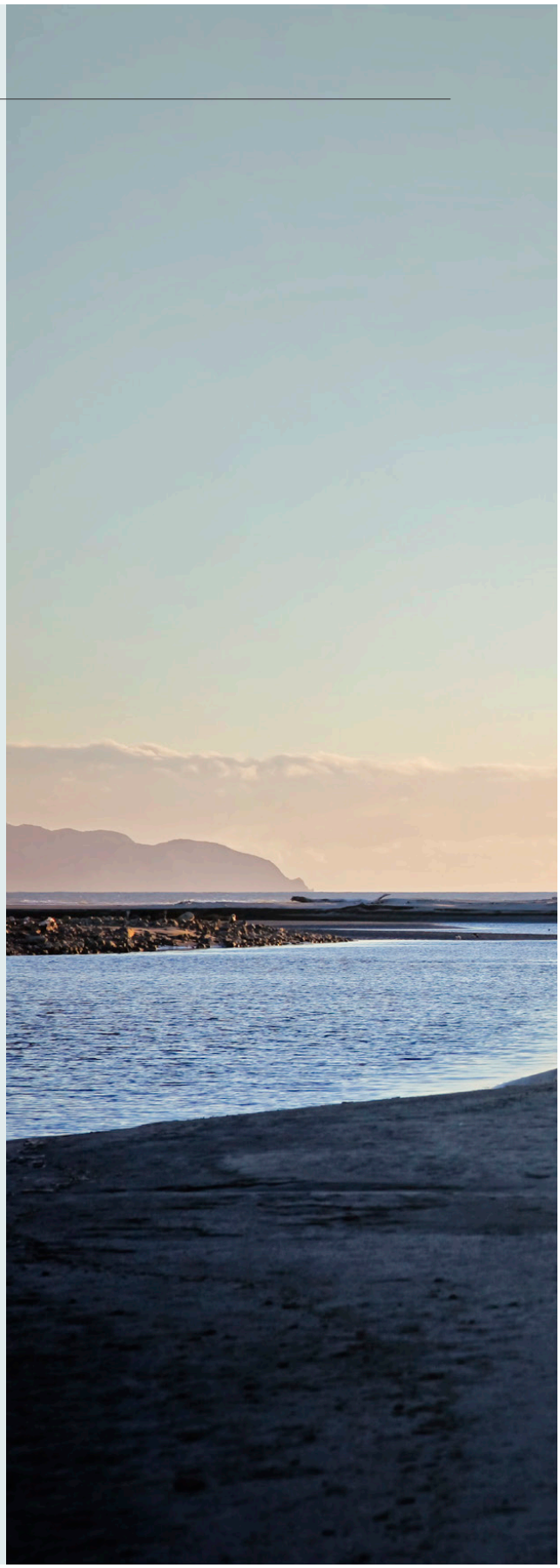
Reflecting Iwi and Hapū Aspirations

Reflecting the aspirations of Iwi and Hapū is fundamental to destination management planning. Across Horowhenua, Iwi and Hapū have been clear that tourism and destination management must go beyond attracting visitors — they must reflect whakapapa, protect the whenua and awa, and create real opportunities for whānau.

Drawing on previous engagement and established planning documents, Horowhenua District Council (HDC) has identified six key areas of emphasis:

- authentic Māori storytelling, protecting whenua and wai
- creating opportunities for whānau and Māori businesses
- respecting tikanga and mana whenua roles
- designing spaces for connection, and
- making te reo Māori and tikanga visible.

These themes provide a foundation for future partnership and development. Ensuring they are reflected as this Plan is progressed will help support cultural revitalisation, environmental care, and meaningful, locally led outcomes in Horowhenua.




horowhenuanz.co.nz
Introduction
9

Context

Operating environment that influences Destination Horowhenua



National Visitor Sector[2]

The global economic shock of COVID-19 had a significant impact on the visitor sector both in New Zealand and internationally, but recovery is now clearly underway.

Before COVID-19, tourism was New Zealand's largest export industry, contributing $40.9 billion in visitor expenditure (domestic and international) with a 50% increase ($13.8 billion) over the six years to 2019. Domestic tourism has historically accounted for around 60–62% of total expenditure and remains the primary market for regional destinations.

As of the year ending March 2024, total tourism expenditure reached a record $44.4 billion, up 14.6% ($5.6 billion) on the previous year. This included a 59.9% ($6.3 billion) rise in international visitor spend, reaching $16.9 billion. Domestic expenditure dipped slightly to $27.5 billion, likely reflecting increased outbound travel by New Zealanders.

Tourism generated a direct contribution to GDP of $17 billion, or 4.4 % (YE March 2024) with strong employment levels across the country. Over 300,000 people were employed in the sector by March 2024, including 182,700 directly, a year-on-year increase of 21,729 people.

FIGURE TWO: DOMESTIC VS INTERNATIONAL TOURISM EXPENDITURE (YE MARCH 2024)



Although expenditure post COVID-19 has rebounded, early indicators for the year ending March 2025 suggest that the peak has softened. This is most likely due to ongoing global economic and political instability, which is having a double-edged effect. In addition, cost of living increases means there is less disposable income available for travel, which is likely to dampen both international visitor arrivals and domestic spending within New Zealand.

For those who can still afford to travel, there is a growing appeal in choosing domestic holidays due to their relative ease and affordability. For international travellers, New Zealand is increasingly viewed as a safe and desirable destination — a peaceful refuge amidst global uncertainty.

2 Data sources for this section:

Stats NZ and TNZ data https://www.stats.govt.nz/information-releases/tourism-satellite-account-year-ended-march-2024/. https://www.stats.govt.nz/information-releases/tourism-satellite-account-year-ended-march-2023/ https://www.stats.govt.nz/information-releases/tourism-satellite-account-2019/#download

https://www.tourismnewzealand.com/insights/tourism-impact/

The Tourism Satellite account for YE March 2025 is not available at the time of writing

The Visitor System and Policies

The visitor sector in New Zealand is made up of interconnected components that work together as a system. Tourism enterprises, Māori/Iwi/Hapū, businesses and supporting services, residents and communities, Regional Tourism Organisations (RTOs), Economic Development Agencies (EDAs), Tourism New Zealand (TNZ) and local, regional and central government all contribute to and influence the outcomes delivered by the sector.

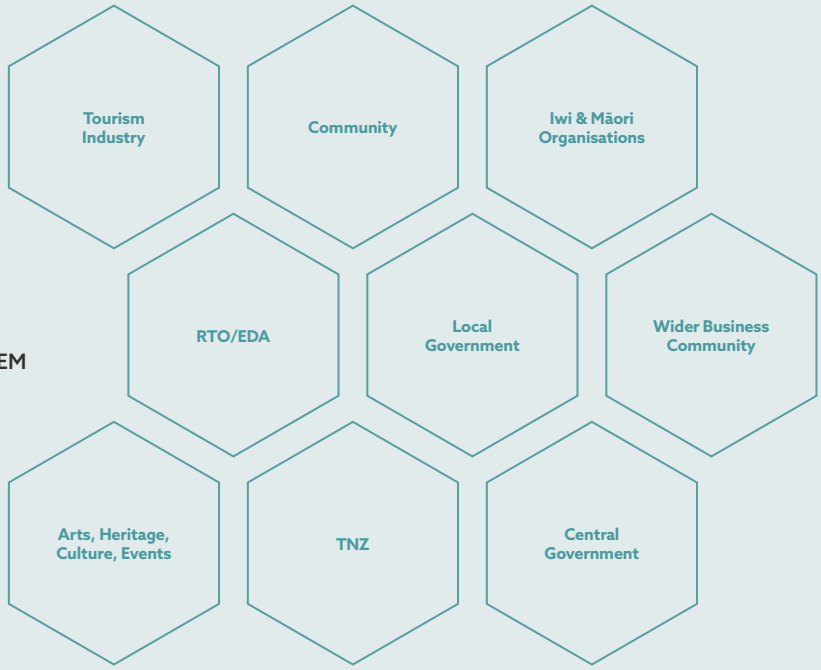


FIGURE THREE: INTERWOVEN FABRIC OF THE TOURISM SYSTEM

The Ministry of Business, Innovation and Employment (MBIE) advises the government on the growth and management of tourism in New Zealand and holds responsibility for tourism policy and regulation. MBIE is accountable to the Minister of Tourism and supports the Minister in setting expectations for Tourism New Zealand (TNZ). MBIE also advises the Government on broader economic growth, which is governed under a separate strategy and Ministerial portfolio (figure three).

Tourism New Zealand (TNZ) is a government-funded Crown entity responsible for promoting New Zealand in targeted international markets. It focuses on high-value consumer segments identified through robust research and insight. Aside from a temporary domestic campaign during COVID-19, TNZ's role is exclusively international—it does not undertake domestic marketing.

Regional Tourism Organisations (RTOs) operate across 31 regions and are typically part of, or closely connected to local councils, which are usually their primary funders. They are responsible for destination management, including domestic marketing. Some RTOs, particularly those with flagship attractions or strong tourism volume, collaborate with TNZ and industry through international marketing alliances.

For Horowhenua, understanding the roles within the visitor system and actively cultivating partnerships and networks is essential. While the domestic market remains the immediate priority, strong connections across the wider system, including with organisations focused on international tourism, will be critical. These relationships can help Horowhenua access funding, adopt best-practice approaches, and leverage international insights. Doing so will not only strengthen the district's current domestic positioning but also lay the groundwork to grow its international appeal over time.

New Zealand-Aotearoa Government Tourism Strategy

Although written in 2019, the New Zealand-Aotearoa Government Tourism Strategy[3], led by MBIE, remains one of New Zealand's key national visitor policy documents with potential influence on Destination Horowhenua. The strategy was developed in response to the significant pressures New Zealand was experiencing pre-COVID-19 and sought to establish a more deliberate and active role for government in the tourism sector.

It set out five goals:

1. Tourism sector productivity improves.
2. New Zealand Aotearoa delivers exceptional visitor experiences.
3. Tourism protects, restores, and champions the natural environment, culture, and historic heritage of New Zealand Aotearoa.
4. Tourism supports thriving and sustainable regions.
5. New Zealanders' lives are improved by tourism.

The Strategy identified five key focus areas that underpin well-functioning regional visitor destinations. Put simply, these are the essential components that make a destination viable and successful.

This investment framework was developed to guide decision-making across the tourism system, enabling government and other stakeholders (including Horowhenua District Council) to determine how, when, and where to invest time, resources, and funding to support the Strategy's outcomes.

'Whether it's central government, local authorities, or industry partners, this framework can help support robust, evidence-based investment choices'

Figure Four: Government Framework for Investment in Tourism

Attractions – visitors need things to do and see – this influences how long they stay and how much they spend.

Awareness – visitors need to know what's on offer – this will drive visitor numbers and spend across the year.

Access – visitors need to be able to get to where they want to visit safely in a timely way for an appropriate cost. This includes air, road, rail, sea, trails and cycleways.

Amenities – visitors need accommodation, retail and hospitality, drinking and waste water and other infrastructure.

Attitudes – communities need to want to welcome visitors to their region.

Prior to COVID-19, visitor growth in many parts of Aotearoa outpaced the systems needed to support it, resulting in missed opportunities and unmanaged pressures. While the pandemic temporarily disrupted these trends, the overarching strategy and priorities remain highly relevant, including for Horowhenua.

3 https://www.mbie.govt.nz/immigration-and-tourism/tourism/new-zealand-aotearoa-government-tourism-strategy

THE STRATEGY'S FOUR PRIORITY ACTIONS FOR GOVERNMENT ACROSS 2019/2020 WERE:

1. **Coordination across the tourism system taking a coordinated government approach to improve tourism outcomes.**
2. **Destination Management and Planning including working with local government and other regional stakeholders to take a strategic and consistent approach.**
3. **Long term sustainable funding mechanisms including implementing the International Visitor Levy and responding to tourism related actions arising from the Productivity Commission Enquiry into local government funding.[4]**
4. **Better Data and Insight including implementing the Tourism Data Domain Plan and identifying trends, data and insight to support the industry.**

Although developed nationally, these priorities remain highly relevant at the regional level and offer a clear framework for building a sustainable, resilient, and high-value visitor sector in Horowhenua.

Since the 2020 DMP, central government has collaborated with Regional Tourism Organisations (RTOs) and industry to advance these priorities through targeted investment and support.

Horowhenua already performs well across several pillars of a successful destination framework (figure four) and shows strong potential across all areas. Past commitments and achievements represent a rare and valuable opportunity that should now be refreshed and more actively pursued.

Key Government Funding for Destination Management and Insight[5]

Since the original 2020 DMP, central government has invested significantly in regional destination management, data capabilities, and international visitor dispersal. These initiatives have been delivered in partnership with Regional Tourism Organisations (RTOs) and industry (figure five).

Across the four initiatives since late 2020, $80 million has been allocated through the RTO network.

Though the role of local government is a current focus of discussion nationally, indications are that economic development remains a purpose of local government[6]. This context is critical for Horowhenua. With the right structures and affiliations in place, the district will be better positioned to access future support and funding aligned with national priorities.

4 https://www.treasury.govt.nz/publications/local-government-funding-and-financing-productivity-commission-inquiry-material-2018-2019

5 Sources for this section include RTO marketing alliances are listed here https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-covid-19-recovery/2020-tourism-recovery-package/regional-events-fund CEDA for example was aligned with Venture Taranaki and Whanganui and partners and received $1m
https://www.tourismnewzealand.com/assets/insights/market-overview/TNZ-Insights-Infographic-Market-Snapshots-2024-AUS.pdf

6 Purpose of local government 'to support local economic growth and development by fulfilling the purpose set out in paragraph (b)' source https://www.legislation.govt.nz/bill/government/2025/0180/latest/LMS1454353.html

Figure Five: Tourism funding provided across RTO network since Horowhenua's 2020 DMP

Tourism Recovery Package: Regional Events Fund (2020)	Tourism Communities: Support, Recovery and Re-Set Plan (2022)	Tourism Data Partnership Fund (2024)	Regional Tourism Boost Fund (2025)
• $50 million allocated across the marketing alliances within the 31 RTOs to create a wide range of events and activities that will encourage inter and intra-regional travel. • The funding per marketing alliance ranged from $1m to $19 million per alliance.	• $26.6 million allocated across 31 RTOs to improve destination management planning. • Individual funding ranged from $400,000 to $1.5 million per region • Areas with annual visitor spend like Horowhenua received $400,000 - $700,000 per RTO[7]	• Provided funding to improve tourism data, insights, and sector decision-making. • Focused on strengthening evidence-based planning and understanding visitor trends.	• $3 million in funding to support regions to attract and disperse more international visitors across New Zealand. • Australia was identified as the primary international market of focus.

As first outlined in the 2020 DMP, establishing a destination function/entity affiliated with RTONZ, remains one of our key recommendations. It is brought forward again here as a critical and urgent action to ensure Horowhenua can access future funding and national opportunities.

Destination Management And Planning

In 2020, MBIE released the 'Destination Management Guidelines'[8] encouraging regions to move beyond a marketing-led approach to include market development, enabling infrastructure, and integrated strategic planning.

The guidelines underpinned the 2022 Tourism Communities: Support, Recovery and Re-Set Plan (figure five), which delivered targeted funding to improve destination planning. Regions with annual visitor spend similar to Horowhenua received $400,000 - $700,000 per RTO[9].

The guidelines (figure six) have informed the language, structure, and priorities of this refreshed DMP. While the full suite of recommended components is more expansive than this Plan can accommodate, they've been adapted into a pragmatic approach that reflects current resourcing.

FIGURE SIX: THE CORE COMPONENTS OF A DESTINATION MANAGEMENT PLAN MBIE[10]

1. Define the destination
2. Define the vision
3. Data, research and analysis
4. Strategic fit
5. Brand positioning
6. Target markets
7. Experience and product development (Attractions)
8. Access
9. Attitudes
10. Marketing and promotion (Awareness)
11. Amenities, services and infrastructure
12. Environmental stewardship
13. Capability and development
14. Leadership and structures
15. Risk and crisis management
16. Measuring success

7 Whanganui, Ruapehu, Waitaki, Hurunui & Kaikōura

8 https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines/components-of-a-destination-management-plan

9 Destinations including Ruapehu, Whanganui and so on https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-covid-19-recovery/tourism-communities-support-recovery-and-re-set-plan/rtos

10 https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines

Better Data and Insight

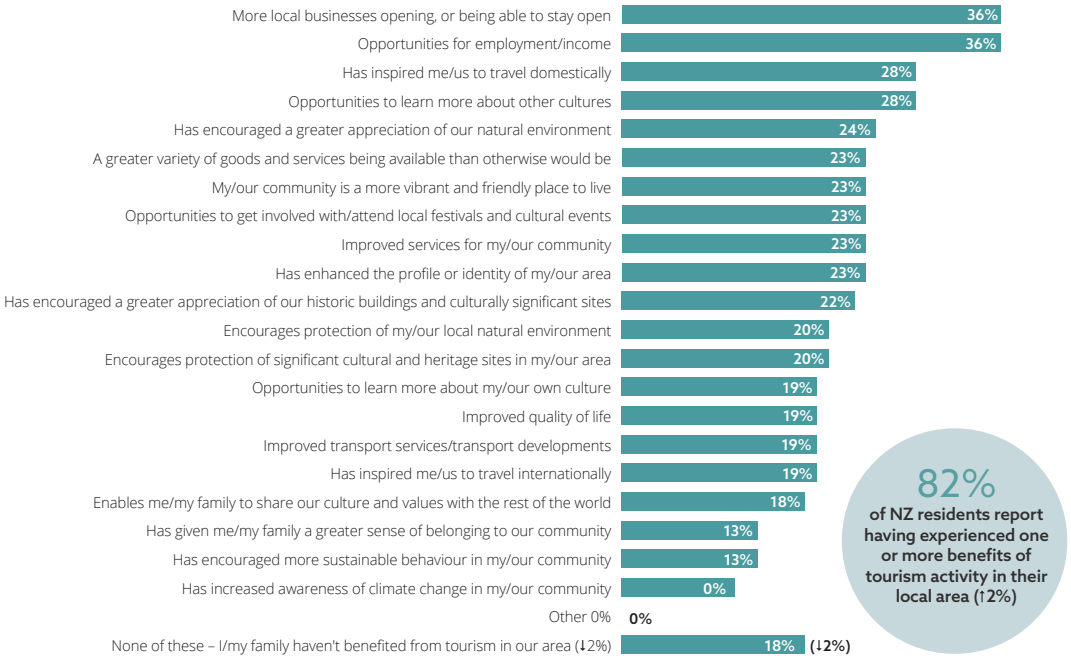
Successful destinations use data and insights to understand market trends and community sentiment. The government has advanced initiatives to strengthen tourism data, aiming to grow the sector in ways that benefit both local communities and the industry.

Before COVID-19, rapid tourism growth raised concerns around social licence, with infrastructure strain and visitor behaviour affecting community wellbeing. Since then, the national focus has shifted toward building a more sustainable, community-led tourism model. Tourism New Zealand's ongoing Views on Tourism research (updated quarterly) play a key role in tracking how New Zealanders perceive tourism's value, both nationally and within their own regions. Figures six and seven demonstrate the value and the learning Horowhenua District Council may take from this research.

The research also looks to the future, asking residents to identify what they would like tourism to focus on in their regions.

FIGURE SIX: BENEFITS FROM TOURISM ACTIVITY IN LOCAL AREA[11]

In which of the following ways, if any, would you say you/your family benefit from tourism activity in your local area?



Source:

angus & associates
Base (YE Mar 2025): Total sample - New Zealand residents n=1,194
Arrows (↑/↓) indicate statistically significant differences vs YE March 2024 at 95% confidence level
*Figures add to >100% as responses multiple

11 Data sources for this section include-
https://www.tourismnewzealand.com/assets/insights/industry-insights/Views-on-Tourism-New-Zealand-Year-End-March-2025.pdf

Future Focus For Tourism Industry

FIGURE SEVEN: NEW ZEALANDER'S VIEWS ON WHAT THEY WANT FROM TOURISM IN THEIR REGION



Source: Views On Tourism: New Zealand (Ye Mar 2025)

This evidence base offers Horowhenua District Council a powerful blueprint for what a sustainable visitor sector could achieve locally.

By way of example, the nationally generated evidence shows that when tourism is carefully developed and managed, communities see its potential to:

- Strengthen local economies
- Foster community pride
- Support environmental restoration
- Create cultural and social opportunities

Horowhenua is at an exciting stage of its destination journey. In addition to the national benefits described above and with deliberate intervention, the visitor sector has the potential to play a meaningful role in delivering many of the community outcomes and goals outlined in Horowhenua District Council's key strategies, including the:

Horowhenua Growth Strategy 2040: Building strong, vibrant, and connected communities.

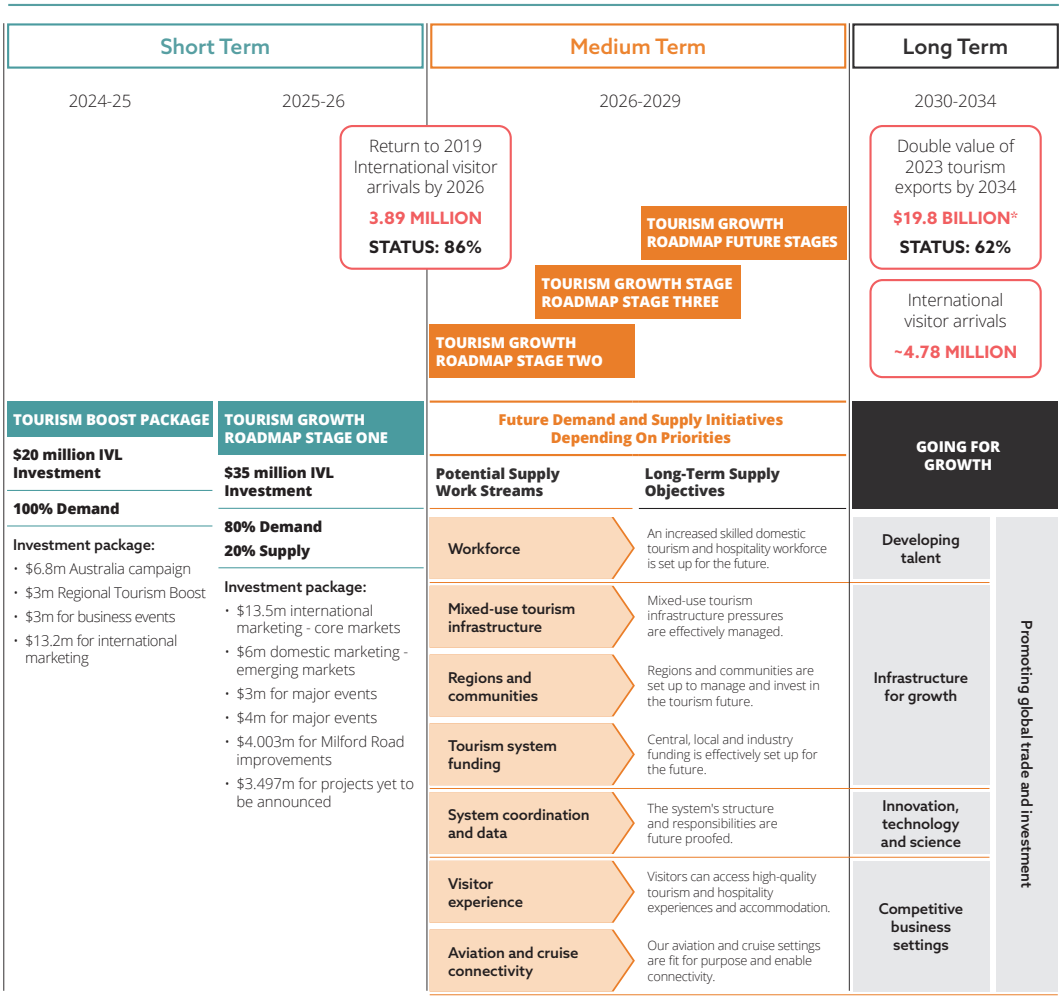
He Hapori Pakari – Strong Communities Strategy: Advancing social cohesion, cultural vitality, and overall community wellbeing.

Horowhenua 2040 Blueprint: Balancing liveability and prosperity, strengthening the district's identity, and creating new employment pathways.

Levin Town Centre Strategy: Revitalising the town centre, enhancing its vibrancy, and creating diverse opportunities for community and visitor engagement.

Released in May 2025, the[12] 'The Roadmap' document sets out the government's plan for advancing tourism, balancing demand-driving marketing with a stronger focus on market development and critical enablers.

Figure eight: Tourism Growth Roadmap



* Export target is based on International Visitor Survey data for YE December 2023 which does not include air transport exports.

Source:

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATŌHEA
Te Kāwanatanga o Aotearoa New Zealand Government

12 https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-growth-roadmap

The roadmap sets out a phased, iterative approach, recognising that sustainable destination growth depends on coordinated and ongoing investment across market development, marketing, and enablers.

The roadmap's national priorities are highly relevant to Horowhenua, aligning closely with its current tourism journey, including potential opportunities linked to aviation and cruise access via Wellington.

We recommend a similar approach for Horowhenua: a deliberate, staged path to building a 'destination by design.'

While marketing plays an important role, long term success will depend on developing the infrastructure and experiences that reflect the district's unique identity and meet evolving demand.

To fully realise these opportunities, Horowhenua must remain active in its planning, maintain strong ties with RTONZ, and stay engaged with the broader tourism system. This will be essential to maintain visibility, help shape direction, and unlock future investment and support.

Regional and Local Policy

Accelerate 35[13] is the Manawatū-Whanganui regional economic development plan. The visitor sector was identified in this Plan as one of nine areas for attention. Ruapehu was the focus of attention, but due acknowledgement was given to destination opportunities within other districts. The Plan noted the need for simultaneous development of the market, commissionable product and infrastructure to capitalise on opportunities. The Plan also called for further investment in new visitor technologies, digital connectivity, methods to build investor confidence and the upgrade of essential roads.

Central Economic Development Agency (CEDA)[14] delivered a 'Manawatū-2032' Destination Management Plan (DMP) in 2022 and was awarded $1million in funding from the Tourism Communities: Support, Recovery and Re-Set Plan to undertake destination management planning work[15] CEDA is funded by the Manawatū District Council and the Palmerston North City Council and as such, the Manawatū 2032 DMP does not extend past these district boundaries.

The vision of the Manawatū 2032 DMP is 'To grow visitor activity and value for the benefit of our community'.

Horowhenua District Council's primary visitor sector policy 'influencer' is their decision to provide Long Term Plan funding towards Destination Management.

In addition, community-based organisations such as Foxton Futures have well developed thoughts about how to make their areas more attractive for both visitors and residents.

Collaboration is key in the visitor sector, as is the timing of what to collaborate on, and when. At this stage of its destination lifecycle, it is important that Horowhenua is the one responsible for driving its own future.

CONNECTIVITY & POPULATION GROWTH: A STRATEGIC LEVER FOR VISITOR SECTOR GROWTH

Accessibility to Horowhenua is improving rapidly. Transmission Gully (opened 2022) enhanced connections to Wellington, and the Ōtaki to North of Levin (Ō2NL) Expressway, due by 2029, will further strengthen regional access.

Over the 22 years between 1991 and 2013, the Horowhenua population grew by just 200 people. In contrast, the 2018 Census showed an increase of more than 3,000 residents, followed by another 4,000 by the 2023 Census. That's a shift from just 200 people over two decades to 7,000 in just five years[16].

This DMP refresh considers how such changes, particularly population growth, may shape the visitor sector. In particular, it highlights the potential of the Visiting Friends and Relatives (VFR) segment, given the strong community and family-friendly focus of Horowhenua.

Figure nine shows a clear correlation between population growth and domestic tourism spend. Importantly, it also shows that tourism spend is growing at a significantly faster rate than population, indicating that improved access, evolving visitor offerings, and increased awareness are driving greater demand than demographics alone would predict. Other districts in New Zealand would envy the destination growth opportunities this presents.

13 Accelerate 25 ins now Accelerate 35 'new name, same aim' https://www.accelerate35.co.nz/

14 https://ceda.nz/latest-news/newly-refreshed-manawatu-destination-management-plan/

15 https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-covid-19-recovery/tourism-communities-support-recovery-and-re-set-plan/rtos

16 Source Horowhenua District Council

FIGURE NINE: VISITOR EXPENDITURE IN HOROWHENUA WITH POPULATION GROWTH[17]



Visitor spend has been growing at 1.5 to 2 times the rate of population growth. For every 10% increase in population, tourism expenditure has risen by around 15% to 20%. This suggests that growth is not only driven by improved offerings and marketing, but also by more people visiting friends and whānau in the district as the resident base expands.

What is VFR and how it matters for Horowhenua?[17]

Visiting Friends and Relatives (VFR) tourism refers to trips where the primary purpose is to visit friends or whānau. VFR visitors often enjoy local experiences like short walks, dining, and leisure activities, but these are secondary to their main reason for travel—connecting with people (figure eleven). VFR is recognised in supporting domestic growth and over time, can contribute to international dispersal, particularly through trans-Tasman connections.

Understanding the scale and potential of VFR is a new recommendation in this refreshed DMP. As the population of Horowhenua continues to grow, so too does the potential for VFR-led tourism. Exploring this connection more deeply will help determine how population trends can be better leveraged to grow visitor spend across the district.

FIGURE TEN: COMMON BENEFITS OF VFR

A growing Host Base: Population growth directly expands the number of residents whose friends and family now have a reason to visit Horowhenua.

Economic Yield: VFR visitors tend to stay longer and spend more overall. Their expenditure tends to be on a wide range, delivering broad economic benefits to the community.

Resilient, Year-Round: VFR travel is typically less seasonal and less affected by economic shifts, providing a consistent source of visitation.

Repeat Visits and longer stays: VFR travellers are more likely to return regularly, stay longer and explore areas outside commercial routes.

Social and Community Benefits: VFR travel contributes to community pride, emotional wellbeing and social connection. Hosts often enjoy showcasing their local area, and visitors often discover local gems.

17 Sources for this section include Backer & King, 2015, Jackson, 1990 and Seaton & Palmer, 1997

Horowhenua Visitor Market

PROJECTED POPULATION AND VISITOR SPEND GROWTH

Horowhenua forecasts steady population growth. Projections indicate an increase of approximately 700 residents per year between 2024 and 2030, rising to around 900 annually from 2031 to 2044 (figure eleven)[18].

Council has adopted the 95th percentile from the Horowhenua Socio-Economic Projections, prepared by Sense Partners.

The 95th percentile projections identify the annual average population growth rate will be:

- 1.5% per annum until 2030
- 2.1% per annum until 2044

By June 2044 Horowhenua is forecast to have:

- A total population of 54,657.
- An increase of 16,498 people between June 2024 and June 2044.

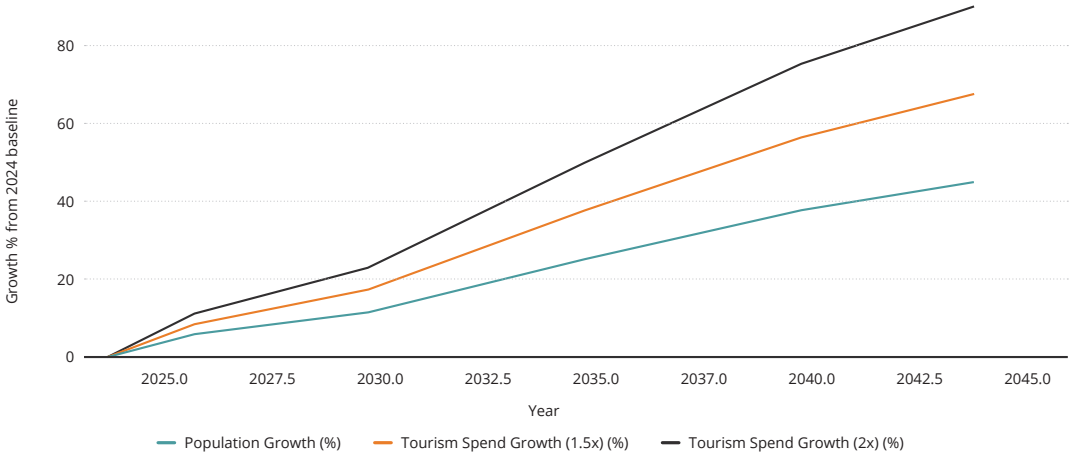
The socio-economic projections used have factored in the COVID-19 pandemic recovery and immigration patterns that may influence population growth.

If historic patterns hold, where visitor expenditure has consistently outpaced population growth, then applying the same growth ratios to the projected population of Horowhenua increases suggests visitor spend could grow by 68% to 91% by 2044 (figure thirteen). This would see visitor expenditure reach $148.8m to $176.9m by 2035 or $205m to $233m by 2040.

FIGURE ELEVEN: HOROWHENUA POPULATION PROJECTIONS MAY 2023

20/21	23/24	YR 1 24/25	YR 2 25/26	YR 3 26/27	YR 4 27/28	YR 5 28/29	YR 6 29/30	YR 7 30/31	YR 8 31/32	YR 9 32/33
	37,522	38,159	38,876	39,625	40,333	41,069	41,837	42,589	43,436	44,289
YR 10 33/34	**YR 11 34/35**	**YR 12 35/36**	**YR 13 36/37**	**YR 14 37/38**	**YR 15 38/39**	**YR 16 39/40**	**YR 17 40/41**	**YR 18 41/42**	**YR 19 42/43**	**YR 20 43/44**
45,159	46,108	47,005	48,002	48,854	49,817	50,808	51,841	52,750	53,685	54,657

FIGURE TWELVE: PROJECTED VISITOR EXPENDITURE BASED ON HISTORIC GROWTH RATES AND FORECAST POPULATION GROWTH



18 Sources for this section include HDC significant forecast assumptions https://www.horowhenua.govt.nz/files/assets/public/v/3/council-documents/plans/horowhenua-district-council-long-term-plan-2024-2044-web-final.pdf and Infometrics expenditure. This is preliminary assessment. More detailed analysis is required overall as part of Horowhenua's ongoing work across the Market Development, Marketing, and Enabler pillars.

These projections reinforce the need for targeted, iterative destination management and timely investment to ensure Horowhenua can capitalise on this opportunity and remain equipped to support future growth.

While the Visiting Friends and Relatives (VFR) segment offers a strong near-term opportunity—especially with a growing host population—it is just one part of a broader, more diverse visitor economy. Investments that support the VFR segment, such as enhancing local experiences, infrastructure, and amenities, will focus on delivering meaningful benefits for the community, while also enhancing what visitors experience.

Future work should include tracking VFR activity but also extend to infrastructure capacity monitoring, experience and product development, community sentiment analysis, and deeper understanding of how population growth shapes visitor behaviour across key segments. This will ensure Horowhenua takes a balanced, inclusive, and sustainable approach to long term destination growth.

EXPENDITURE AND ORIGIN

The Horowhenua visitor economy is heavily domestic, with less than 10% of visitor spend coming from international visitors (figure thirteen). This is consistent with the district's relatively young visitor sector and the need for continued market development and enablement.

FIGURE THIRTEEN: ANNUAL VISITOR EXPENDITURE INCLUDING DOMESTIC VS INTERNATIONAL SPLIT YE MARCH[19]



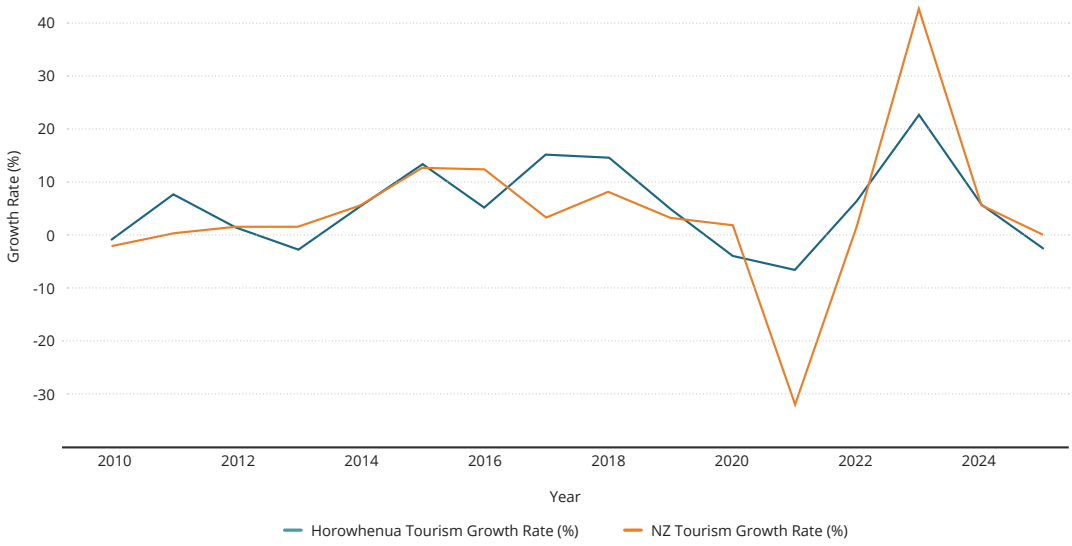
Total visitor expenditure in Horowhenua has grown steadily from around $60 million in 2015 to over $124 million in 2025, more than doubling over a ten-year period. This is a significant achievement, especially given the district's limited exposure to international markets.

The grow rate of Horowhenua[20] began outperforming the national average around 2015/16 and maintained that momentum until COVID-19. While recent national figures have been buoyed by the rebound of international tourism, which Horowhenua has less exposure to, domestic visitor spend in the district has continued to strengthen. This trend is echoed by local operators, who consistently report strong and growing demand.

19 Source Infometrics dashboard Numbers can differ slightly between Infometrics and Marketview due to modelling variations.

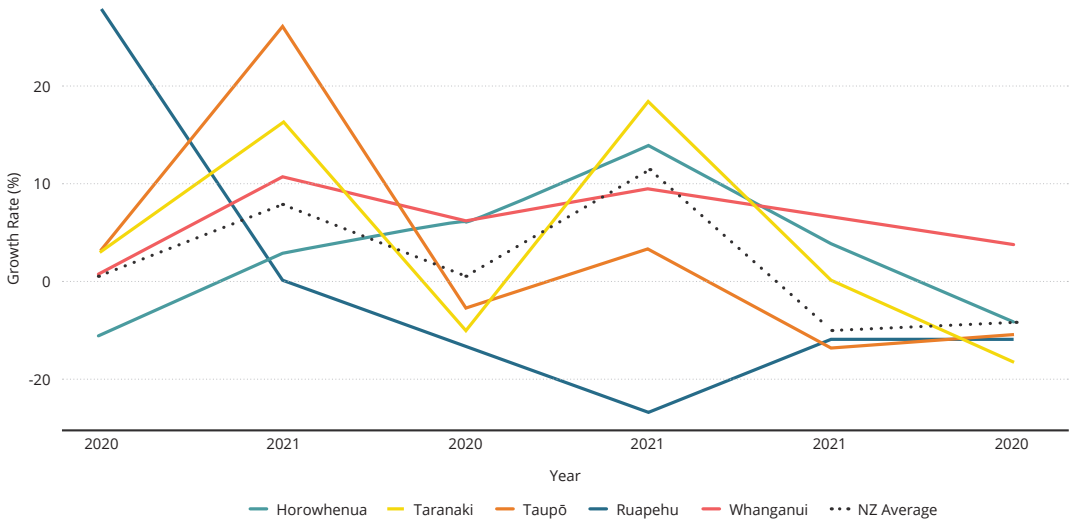
20 We use growth rate here as this is a more effective way to compare Horowhenua's performance relative to other regions or the national average, regardless of starting size.

FIGURE FOURTEEN: VISITOR EXPENDITURE GROWTH RATE COMPARISON: NEW ZEALAND VS HOROWHENUA 2015–2025



When focusing specifically on domestic visitor spend since 2020, growth has been consistently steady and less volatile than both the national average and surrounding regions (figure fifteen). This stability reinforces the value of the Horowhenua domestic market as a core growth driver.

FIGURE FIFTEEN: VISITOR EXPENDITURE GROWTH RATE COMPARISON: NEW ZEALAND VS HOROWHENUA 2015–2025[21]



21 Infometrics YE May25

Horowhenua District Council has invested in MarketView[22] to improve its understanding of the visitor sector, including where visitors come from, when they travel, what they spend on, and the sector returns. While a full analysis is beyond the scope of this DMP refresh, a full analysis of these matters is recommended as a priority next step.

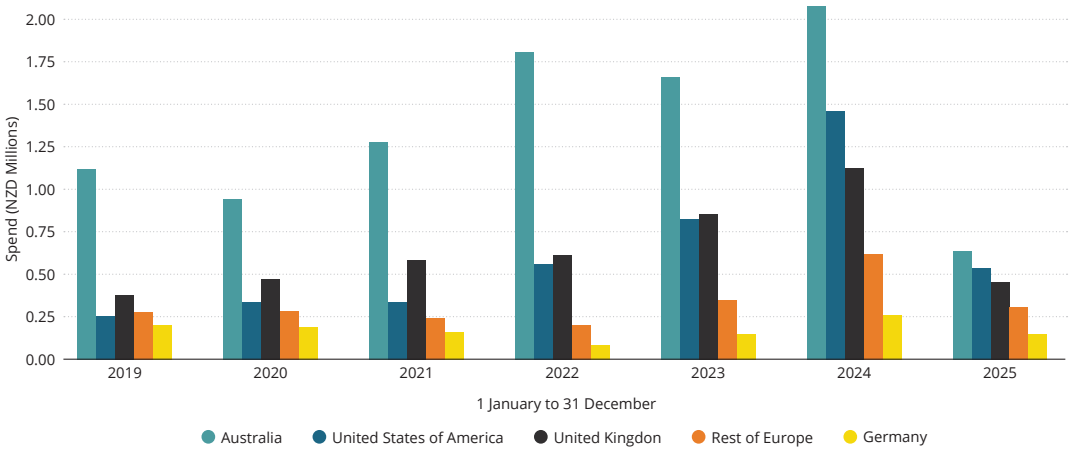
Current data shows that the top five domestic visitor origins — Wellington, Manawatū (excluding Horowhenua), Auckland, Waikato, and Bay of Plenty are all trending upwards (figure sixteen).

FIGURE SIXTEEN: TOP 5 DOMESTIC CARDHOLDER ORIGINS BY SPEND



Though international sources of visitors are smaller by comparison to other regions, growth is evident in key markets such as Australia, the USA and United Kingdom (figure seventeen).

FIGURE SEVENTEEN: TOP FIVE INTERNATIONAL VISITOR ORIGINS BY SPEND



22 Marketview covers around 70% of NZ card transactions, providing a representative view of visitor behaviour. Visitor expenditure is defined as spend by non-residents of the local area.



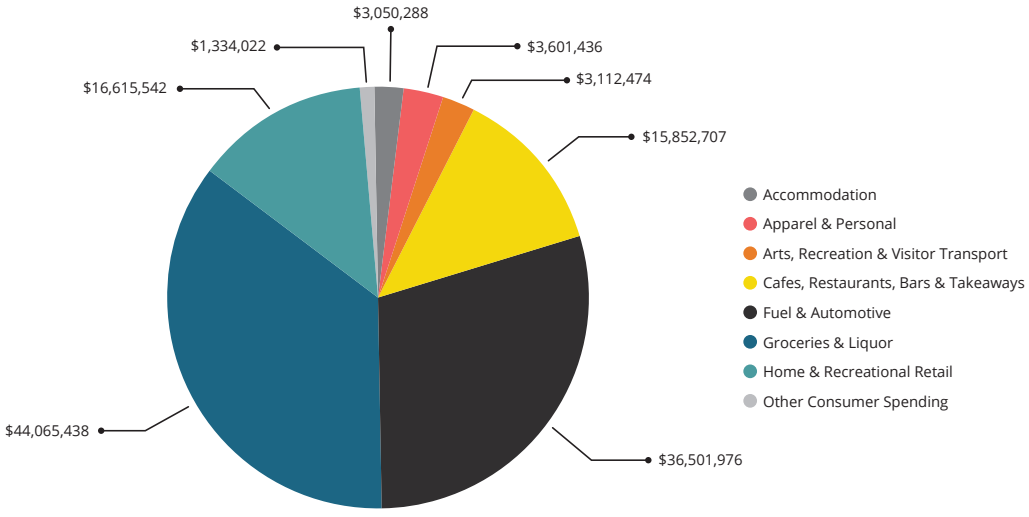
The Economic Impact of Visitor Spend

Visitor spending in Horowhenua has wide-reaching benefits, flowing through multiple sectors of the economy. Analysis of the $124 million in visitor expenditure for the year to May 2025 (figure eighteen) shows spend distributed across food, retail, accommodation, transport, and local services.

As shown in the economic flow diagram (figure nineteen):

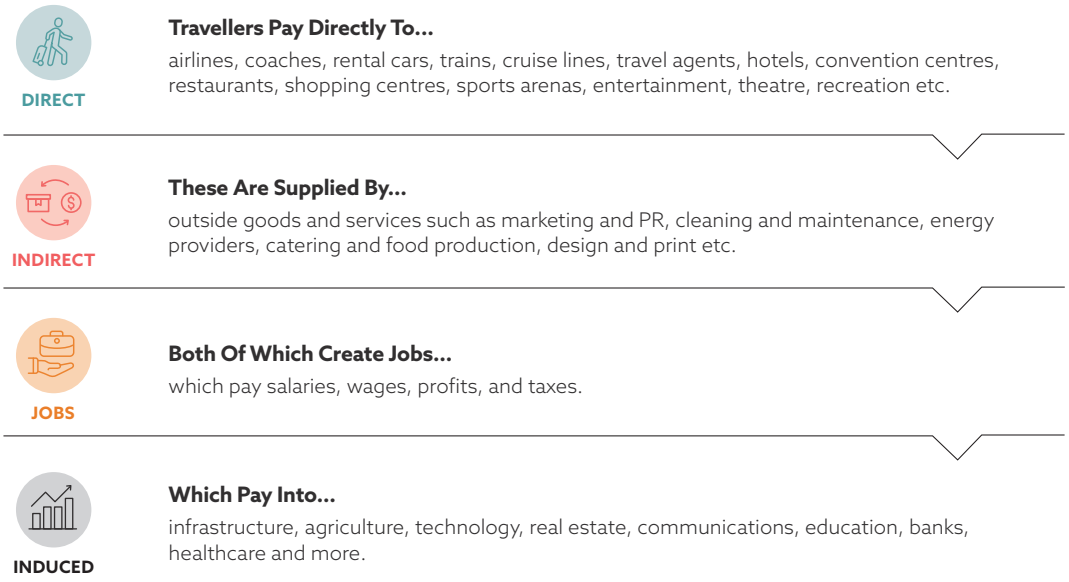
- Direct visitor spending supports a broad network of local businesses
- It stimulates demand across supply chains
- It drives indirect and induced benefits that contribute to employment, economic resilience, and community vibrancy.

FIGURE EIGHTEEN: VISITOR SPEND DISTRIBUTION ACROSS SECTORS[23]



23 Marketview tourism expenditure data YEMay25

FIGURE NINETEEN: ECONOMIC FLOW-THROUGH BENEFITS FROM VISITOR EXPENDITURE



These benefits strongly align with the broader strategic goals of Horowhenua, including the creation of career pathways and local job opportunities to help retain young people. These social outcomes also reflect national sentiment captured in Tourism New Zealand's 'Views on Tourism' (figure seven)[24], which shows New Zealanders value tourism for its contribution to vibrancy, employment, and community connection.

A planned, phased approach to visitor sector growth will continue to advance both the economic and social priorities outlined in Horowhenua District Council's core strategies.

MARKET SIZE AND ALIGNMENT

The strong domestic visitor base in Horowhenua presents a clear opportunity to grow a more diverse, sustainable, and community-aligned market. To understand this potential, it's helpful to consider the layers that shape visitor decision-making:

Purpose — the primary reason for travel, such as visiting friends and relatives (VFR), holidays, or business.

Motivations — emotional drivers like relaxation, exploration, and reconnecting with family (figure twenty).

Preferences — desired experiences, including nature, food, and authentic local attractions (figure twenty-one).

These layers help build an early understanding of how Horowhenua is best positioned to meet current and emerging visitor needs. They also offer a foundation for targeted experience development, investment, and promotion[25].

24 https://www.tourismnewzealand.com/assets/insights/industry-insights/Views-on-Tourism-New-Zealand-Year-End-March-2025.pdf

25 Sources for this section DGiT/Tourism New Zealand 2020

FIGURE TWENTY: DOMESTIC TRAVEL MOTIVATIONS NZ[25]

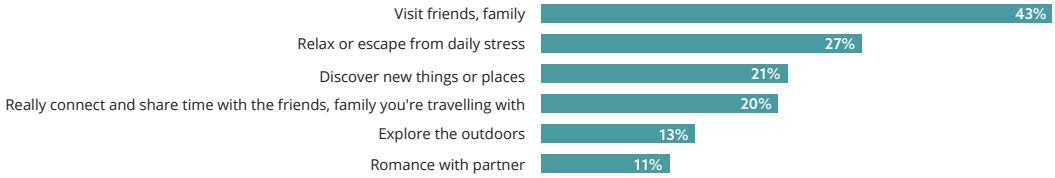
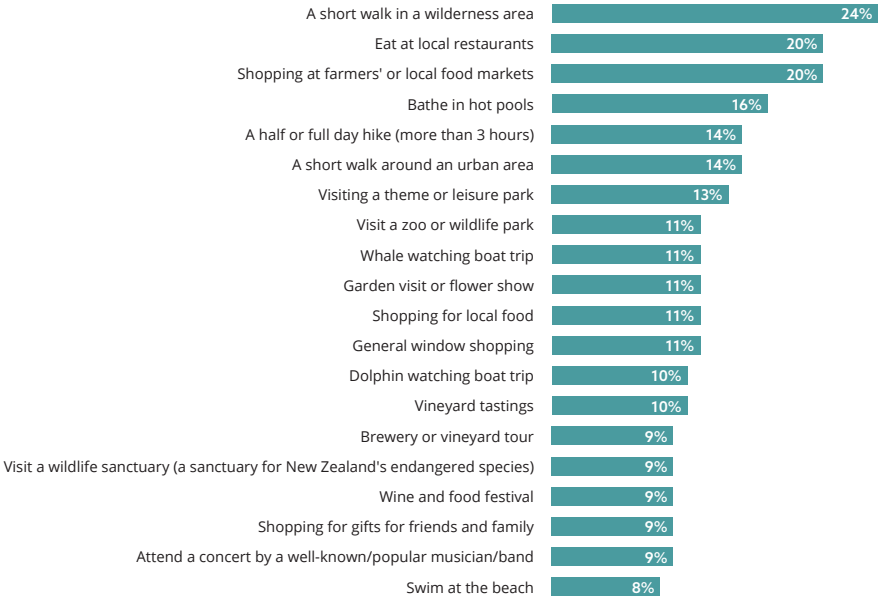


FIGURE TWENTY-ONE: DOMESTIC VISITOR PREFERENCES NZ - WHAT DO THEY WANT TO DO?[25]



In addition to these external insights, we re-tested the 2020 DMP's SWOT analysis and perceived constraints with industry stakeholders and expert informants. Their feedback reinforces a shared view that strengths of Horowhenua align well with current visitor preferences.

New Zealanders take around 45 million domestic trips each year, spending $27.5 billion, mostly travelling by car (figure twenty-two). With its central location and the upcoming Ōtaki to North of Levin (Ō2NL) Expressway, Horowhenua is well placed to tap into this highly mobile market.

FIGURE TWENTY-TWO: DOMESTIC VISITOR MARKET SIZE AND TRAVEL MODE[25]

How many?

Total potential trips	44,441,622
Total potential day trips	25,440,528
Total potential overnight trips	19,001,093

Travelling with

Adults only	73%
Adults and children	27%

Travelling by

Air	29%
Road	71%

While international visitors currently contribute a smaller share to the visitor economy in Horowhenua (approximately $7.5 million p.a.), top-spending markets such as Australia and the USA align strongly with the district's self-drive and family-friendly strengths[26].

Notably, 40% of the 1.3 million Australians who visit New Zealand each year come for VFR — adding another layer of future potential for Horowhenua as its population base expands.

Segmentation to Guide Growth

Prioritising domestic travel remains the most practical and sustainable strategy. It enables Horowhenua to test and refine visitor experiences, strengthen infrastructure, and build service capacity, laying a strong foundation for gradual international growth.

Tourism New Zealand's domestic segmentation work provides more details on this subject.[27] VFR is the largest domestic segment and a strong match for Horowhenua, particularly as the district's population grows (figure twenty-three).

'Family Fun, Relaxation & Wellbeing', and 'Explore Nature' follow closely as the largest segments and the district's strengths in food production, nature-based activities and family-friendly offerings align closely with these demands.

Destination Horowhenua is anchored in three key propositions: Nature & Adventure, Food & Beverage, and Arts & Culture. These reflect both what locals' value and what visitors are seeking. Together, they offer a strong match with high-potential segments like 'Family Fun, Relaxation & Wellbeing' and 'Explore Nature', as well as VFR (Visiting Friends and Relatives). As the population of Horowhenua grows and the Ō2NL Expressway improves connectivity, these strengths position the district to attract mobile, self-drive travellers, especially those seeking authentic, relaxed, and nature-connected experiences. By using local insights to shape and promote experiences aligned with these pillars, Horowhenua can build a visitor economy that grows sustainably and benefits the Horowhenua community first and foremost.

26 https://www.tourismnewzealand.com/insights/visitorprofiles/

27 Between 2020 and 2023, TNZ invested $47.5 million in domestic marketing, delivering an estimated $2 billion in economic benefit and five million industry referrals.

FIGURE TWENTY-THREE: DOMESTIC TRAVELLER SEGMENTS[28]

We've identified nine segments of domestic leisure travellers based on their travel behaviours and preferences. TOURISM NEW ZEALAND

	Proportion in population	Average number of overnight trips intending to take in next 12 months	Average number of day trips intending to take in next 12 months
Family & Friends	20%	5.0	6.1
Family Fun	15%	5.9	8.9
Relaxation & Wellbeing	15%	3.7	7.2
Explore Nature	12%	7.7	10.2
Treat Myself	11%	7.5	8.8
Wine, Food & Scenery	10%	8.4	8.4
Shopping	8%	8.4	7.7
Knowledge Seeking	5%	8.9	8.9
Sports & Events	3%	8.0	8.9

Insights work from organisations like Angus & Associates and Kantar TNS have helped guide regions like Milford, Wellington, Ruapehu, and Central Otago, supporting everything from infrastructure planning to accommodation reviews and product feasibility. Horowhenua can benefit from a similar approach. A key recommendation of this DMP is to use this type of information to build a localised insights base to inform ongoing planning, development, and marketing.

28 https://www.dgit.nz/domestic-traveller-segments/

Horowhenua Visitor Experiences and Accommodation

Horowhenua already offers a well-loved base of visitor experiences and accommodation, and visibility of the district's offering is steadily increasing.

While specific attendance data was not available for this DMP, national insights allow us to assess how domestic visitors make decisions and how Horowhenua aligns with those preferences. We also examined online visitor sentiment. Tripadvisor reviews (figure twenty-four) show high levels of satisfaction with core experiences in Horowhenua, from nature-based attractions and parks to built experiences and local hospitality, indicating strong visitor (and potentially, resident) enjoyment.

FIGURE TWENTY-FOUR TRIPADVISOR HOROWHENUA VISITOR SECTOR JUNE 2025[29]

ATTRACTION	RATING OUT OF 5	NUMBER OF REVIEWS
Levin Adventure Park	★★★★★	140
Kohitere Trig	★★★★★	35
Lewis Farms	★★★★★	12
Waiopehu Bush Reserve	★★★★★	3
Te Awahou Nieuwe Stroom	★★★★★	35
Ōhau Wines	★★★★★	6
Toy Circus	★★★★★	12
Wild Stag Honey	★★★★★	2
Tatum	★★★★★	16
Foxton Beach	★★★★½	77
De Molen	★★★★½	108
Off the Loop Water Park	★★★★½	69
Waitārere Forest	★★★★½	14
Kimberley Reserve	★★★★☆	16
Te Takeretanga o Kura-hau-pō	★★★★☆	16
Lake Papaitonga	★★★★☆	2
Focal Point Cinema & Café	★★★★☆	198
Firebird	★★★★☆	8
Lake Horowhenua	★★★☆☆	37

29 Due to the limitations of search on Tripadvisor it may be that some attractions are not listed, and the information itself is indicative

Tracks/cycleways, lakes, coastal fishing etc. and fresh produce outlets are well ranked on Tripadvisor and experiences such as the Foxton Beach 'pump track' and viewing of the Ramsar wetland, though not on Tripadvisor, are also very popular.

Beach holidays at the two main beaches in Horowhenua are important. The district's beaches remain a major drawcard, especially in summer. Recent rates data[30] reveals a strong non-resident property owner base at both Foxton Beach and Waitārere Beach:

- Foxton Beach: ~700 out-of-town rate notices vs. ~900 local
- Waitārere Beach: ~500 out-of-town rate notices vs. ~400 local

Foxton Beach's population is estimated to more than double over the summer period, peaking at ~5,000 people.



30 Source Horowhenua District Council

HOROWHENUA COMMERCIAL ACCOMMODATION STATISTICS FOR YE MARCH 2025[31] WAS AS FOLLOWS:

17	**Establishments**
10,600	**Monthly guest nights**
42.2%	**Average occupancy rate**

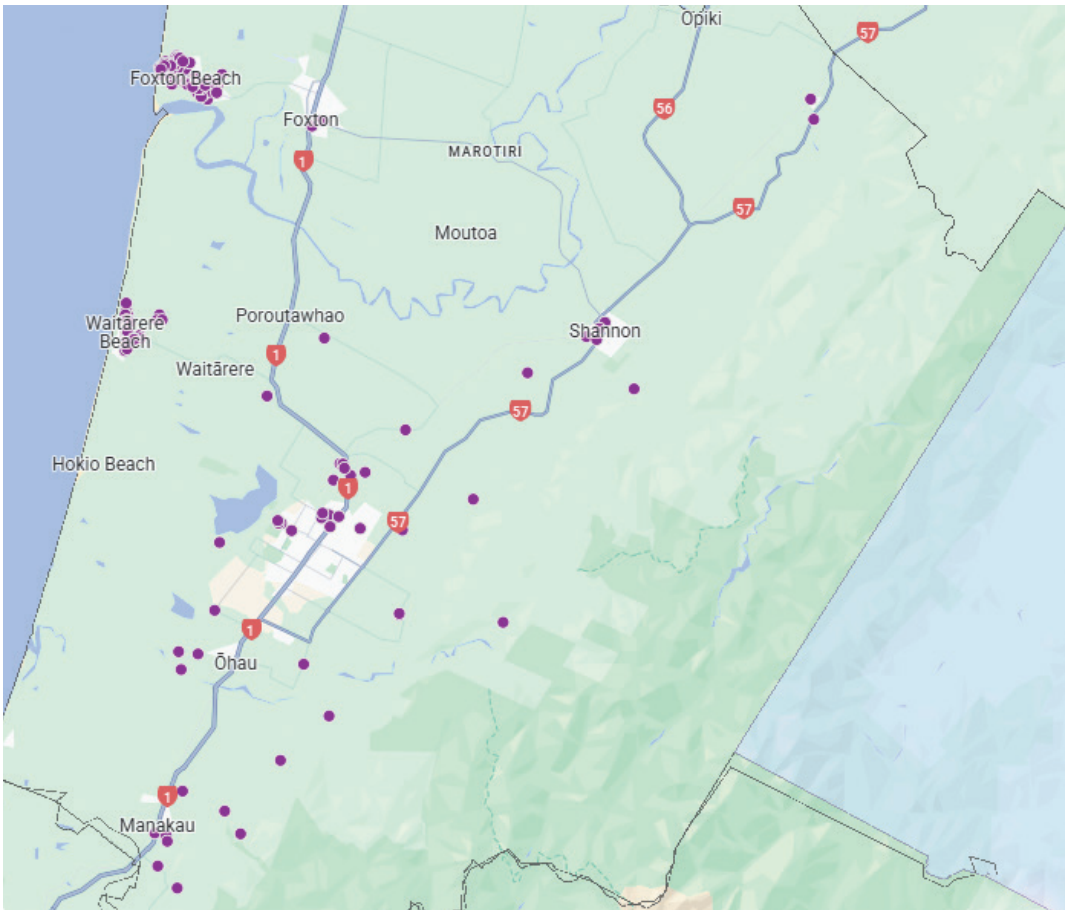
DATA FROM AIRDNA SHOWS THAT HOROWHENUA HAS A HEALTHY STOCK OF PRIVATE ACCOMMODATION:

160+	**active listings (figure twenty-five)**
40%	**average occupancy rate**

And a clear seasonal pattern from late spring to early autumn (figure twenty-six).

Given the current accommodation stock, it would be prudent at this stage of destination growth in Horowhenua to ensure regulatory and rating settings enable — rather than constrain — the growth of private accommodation.

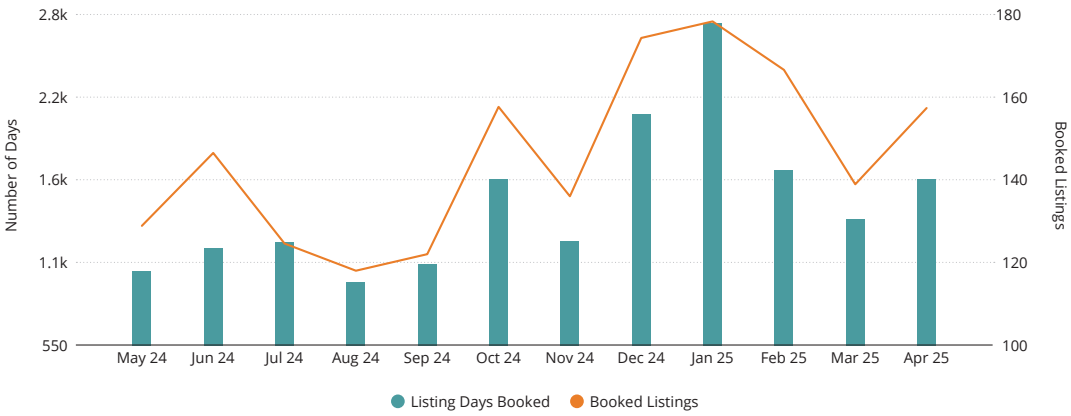
FIGURE TWENTY-FIVE PRIVATE ACCOMMODATION LISTINGS AIRDNA YE MAY25



31 Source https://freshinfo.shinyapps.io/ADPReporting/ national average occupancy rate is 53%. This data includes holiday parks.



FIGURE TWENTY-SIX PRIVATE ACCOMMODATION DEMAND PATTERNS AIRDNA YE MAY25



As visitation grows, accommodation could become a constraint, but with visible and effective planning and the provision of investor-ready information, the market is likely to respond. For now, the priority should remain on growing the depth and visibility of experiences, strengthening the reasons to visit and stay longer, and maintaining momentum in marketing and storytelling.


Horowhenua Destination Management Plan
Objectives, refreshed actions and progress
The core objectives identified in 2020 largely remain salient and appropriate, though they carry a stronger emphasis on specific ownership.
34



Objectives

Destination management should continue to be guided by three key objectives: supporting sustainable growth, strengthening environmental stewardship, and ensuring inclusivity and community benefit.

GROWTH

Position destination development as a crucial driver of future prosperity in Horowhenua, with a target to more than double visitor spending to $300m by 2035 (approximately 10% growth per annum). Growth should be demand-led, focused and inclusive, and designed to support the wider economy, local businesses, and community wellbeing.

It should also respond to what visitors genuinely seek, while also reinforcing the identity and strengths of Horowhenua.

SUSTAINABILITY

Build a thriving visitor sector that is environmentally responsible, community-conscious, and uniquely Horowhenua. The visitor sector should aim to:

- Improve its environmental footprint.
- Be renowned for its built, natural, and cultural heritage and experiences.
- Be driven by collaborative, passionate and proud people.
- Offer unique and authentic experiences that reflect the district's identity.
- Regenerative to the district's natural and human resources.

INCLUSIVITY

View tourism as a platform to enrich the cultural, social, economic and mental wellbeing and pride of the communities of Horowhenua. Enabling:

- a deeper visitor understanding of kaitiakitanga (guardianship), manaakitanga (hospitality), tiaki (care), and respect for mana whenua.
- Support the sharing of Horowhenua stories, culture, heritage, people, and places.
- Enhance community pride, connection, and capacity to participate meaningfully in the visitor economy.

Frameworks to guide recommendations and decision making

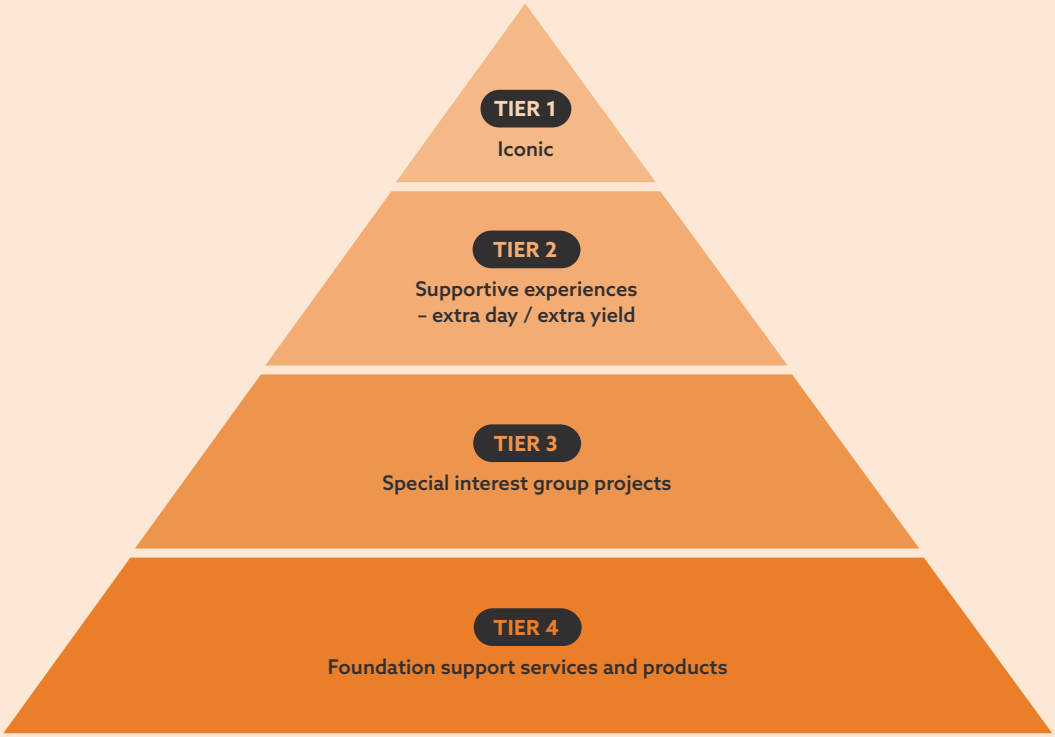
Effective destination management requires more than just ambition. It needs the right leadership, tools, insights and frameworks to guide decision-making. This section introduces three models that offer practical lenses for the Plan's recommendations to Horowhenua.

Framework One

Hero experiences are key drivers of visitation — they generate demand that supporting experiences can build upon, encouraging visitors to stay longer and spend more widely. These sit at the top of a layered destination model, supported by special interest offerings and underpinned by essential infrastructure such as digital connectivity, hospitality, and everyday amenities.

While Horowhenua may not yet have a recognised hero product, the pyramid model highlights the need to develop and market each layer of the visitor offering, from foundational enablers to future flagship experiences. This refreshed DMP recommends using consumer insight to prioritise, shape and elevate experiences that meet visitor demand and lay the groundwork for hero products to emerge.

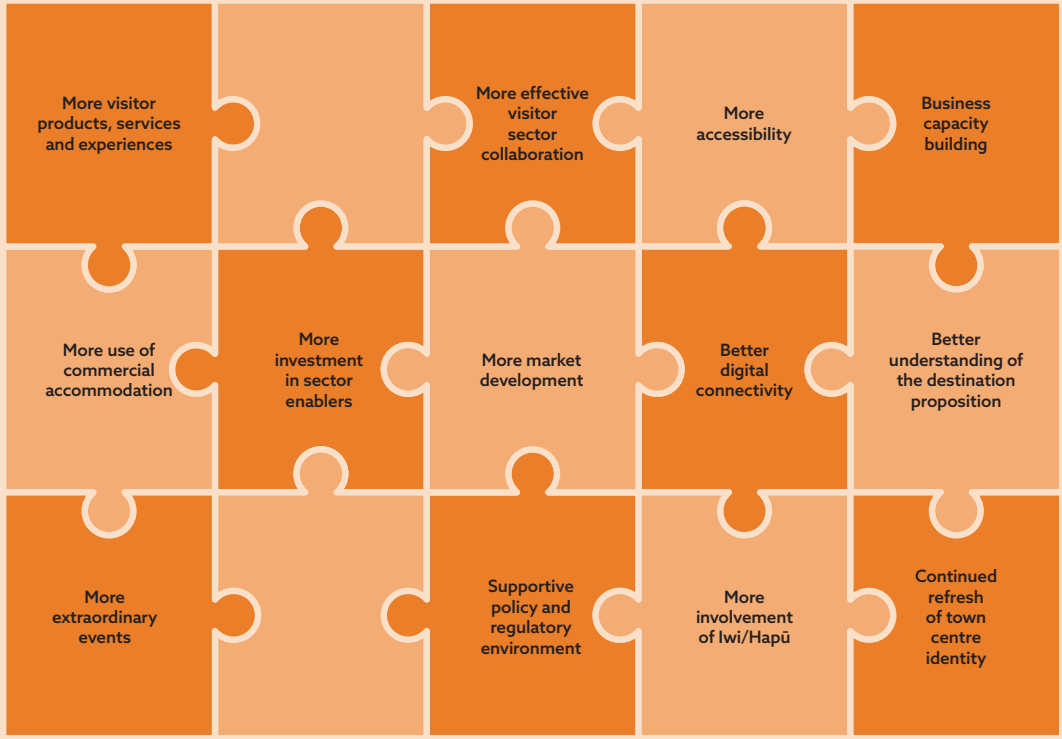
FIGURE TWENTY-SEVEN: FRAMEWORK ONE - THE PYRAMID MODEL



Framework Two

The second framework highlights the importance of strong, interconnected interventions as the foundation for successful destination management. Represented as a jigsaw, it reinforces that no single element — such as marketing — can deliver results in isolation. Instead, all critical pieces identified in this DMP must be aligned and integrated to unlock the full potential of Horowhenua's visitor economy.

FIGURE TWENTY-EIGHT: FRAMEWORK TWO: THE JIGSAW OF DESTINATION MANAGEMENT INTERVENTIONS

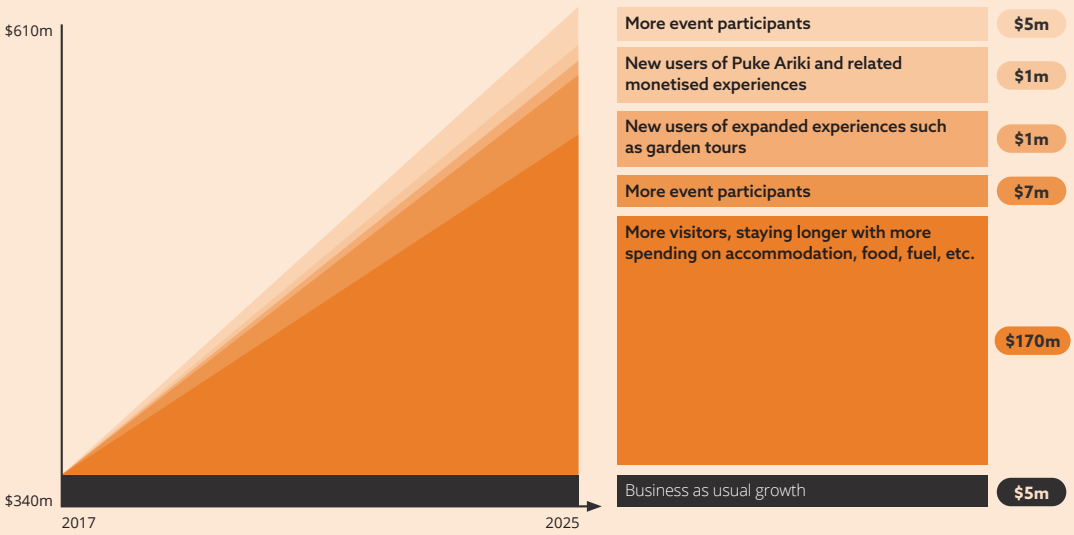


Framework Three

The third framework is grounded in the principle that no investment should be made unless its contribution to the visitor economy is clearly understood. While a full cost-benefit analysis is beyond the scope of this DMP refresh, this approach remains essential to effective destination management. The Taranaki example (figure twenty-nine) provides a practical illustration of how this model can be applied.

Further work in this area is recommended as part of future market development efforts for Horowhenua.

FIGURE TWENTY-NINE: FRAMEWORK THREE: COST BENEFIT MODEL EXAMPLE – PRIORITISING SMART INVESTMENT



We also emphasise the importance of Iwi/Hapū and community partnership in destination management, a requirement also reinforced in the national Views on Tourism insights (figure six). Ongoing engagement will require dedicated focus and resource.

Core refresh themes

To inform this refresh, we reviewed the 2020 DMP inputs, HDC's 2025 visitor sector survey, updated visitor data, our industry and internal workshops, and recent feedback. Five consistent themes emerged:

1. **Leadership and action:** Establish a function to lead and deliver the work needed for sector growth.
2. **Stronger partnership:** Collaborate more effectively with Iwi/Hapū and the visitor sector to ensure that aspirations are enabled and culture is well understood.
3. **Focused growth:** Drive the infrastructure required to maximise the core natural assets of beaches, mountains, rivers, and food produce.
4. **Amplify what exists:** Build on what is already in place and increase market activation activity.
5. **Cultural/heritage tourism:** Grow this offering with Iwi/Hapū leadership.

Refreshed actions for Destination Horowhenua

Time is of the essence for Horowhenua to harness the opportunities presented by the Ō2NL Expressway, for both the visitor sector and the wider community. Market development takes time, especially when done well, and the qualities that attract visitors are often the same ones that enhance liveability and help attract new residents.

Good progress has been made on several of the original 2020 DMP recommendations, and this is reflected in the refreshed recommendations set out in this Plan.

By taking timely, visible action on the following priorities, HDC can accelerate progress across its broader strategic agenda while enabling sustainable growth in the visitor sector.

RECOMMENDATION 1

Deliver a detailed Market Development Plan

Horowhenua is uniquely positioned to take a "destination by design" approach. With growing connectivity (including the upcoming Ō2NL Expressway), rapid population growth, incredibly rich cultural and natural assets, and strong community planning foundations, the district has a rare and compelling opportunity to shape a visitor economy that delivers environmental, economic, and social returns.

To realise this opportunity, we recommend the development of a detailed Market Development Plan, which prioritises visitor master planning that connects with existing urban, recreation and infrastructure plans for Horowhenua. With an estimated 10,000–15,000 vehicles previously passing through the district daily, and the Ō2NL Expressway poised to reshape travel patterns, the roles of Horowhenua towns are changing.

In the visitor sense, this reinforces the need for a coordinated, district-wide approach that connects infrastructure investment, tourism potential, and iwi and community aspirations.

The hub-and-spoke model provides a powerful framework for thinking about this subject. The hub-and-spoke model is a widely used tourism framework that positions accommodation and visitor service-rich centres as "hubs," from which "spokes" extend to surrounding experiences. This approach would:

- Encourage dispersal of visitors across the district
- Support longer stays and broader economic return
- Align with digital storytelling and itinerary development
- Ensure tourism growth is scalable, balanced, and community-enhancing.

In Horowhenua, this model has natural relevance especially with where Horowhenua is within its destination lifecycle:

- Foxton and Foxton Beach are well suited to act as the district's visitor hubs[32], particularly for travel via Ō2NL. With a coastal location, growing events calendar, and a high concentration of existing visitor experiences accommodation, the area serves as an ideal base for exploration.
- The Tararua foothills, with the existing base of hiking trails and mountain bike aspirations, offers a compelling spoke for active outdoor recreation. The Tara-Ika masterplan and associated potential housing and Levin Town Centre strategy further underpin this 'zone' for visitors and residents alike.
- The dune lakes of Lake Papaitonga and Punahau Lake Horowhenua plus Waitārere and Waikawa beaches present model spokes to also guide visitors through the district's other towns, and to both existing and potential activities.

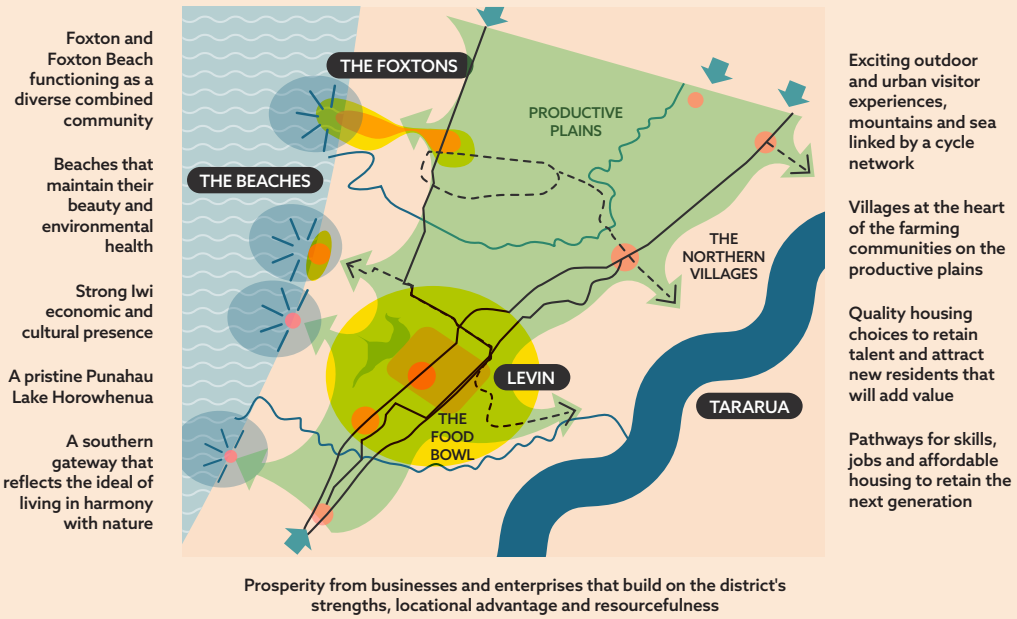
The 'zones' referred to here closely resemble those identified in the Horowhenua 2040 Blueprint Vision (figure thirty). Collectively, these areas offer rich opportunities to strengthen visitor infrastructure, interpret heritage and nature, and deliver compelling new experiences.

The Market Development Plan should be informed by domestic consumer insights and include clear mechanisms for Iwi/Hapū partnership, community engagement, and environmental alignment. When grounded in these principles and focused on delivery, the visitor sector can meaningfully accelerate progress towards many of HDC's broader strategic goals, including economic vitality, cultural vibrancy, and community wellbeing.

National research, including Views on Tourism (figure six), consistently reinforces the broader value of well-managed tourism. Realising this potential requires a district-wide mindset, one that honours each town's identity while championing demand-led, visitor-focused development at scale to meet visitor needs.

A concurrent focus on digital enablement is required as the hub and spoke concept develops. Destination awareness and visitor dispersal don't happen by accident, they must be intentionally designed, activated, and sustained. Digital platforms such as

FIGURE THIRTY: HOROWHENUA 2040 BLUEPRINT VISION



32 None of this is exclusive, that's to say that over time other 'hub's' may grow but this is the curremt state

horowhenuanz.co.nz and newzealand.com play a critical role in bringing the visitor journey and experiences to life.

Ultimately, this is not a linear process. The elements of market development must evolve in tandem.

This Plan recommends the following the following high priority actions, be delivered by the Destination Management Organisation (DMO):

- Commission Horowhenua specific consumer insights to underpin the Market Development Plan – for the purposes of guiding market development, marketing activity, and supporting visitor asset investments. These insights can be shared with the sector and potential investors as part of the overall Market Development Plan.
- Undertake a deep dive into MarketView data to understand seasonal and weekly trends, financial return from events and other activity, greater detail on origin and other variables to guide market development. Investment and marketing activity.
- **Deliver a Market Development Plan that:**
  1. **Has detailed visitor-focused master planning for three key zones:**
     i. *Zone One* - Foxton and Foxton and Waitārere beaches
     ii. *Zone Two* - the Tararua foothills (bordering Tara-Ika), and
     iii. *Zone Three* - the dune lakes of Lake Papaitonga and Punahau Lake Horowhenua.
  2. **Dovetails to HDC's urban planning work** and actively looks to create spokes that deliver demand-led experiences, in the places that are most compelling.
  3. **Models growing visitor expenditure into visitor numbers and visitation patterns** – for infrastructure and services capacity forecasting.
  4. **Includes a cost benefit model** – to support the consistent and critical assessment of visitor infrastructure and other investments to returns. This in turn can feed into internal or external business cases and the investment prospectus.
- **Create a destination investment prospectus** - This remains a key action from the 2020 DMP. The prospectus will Identify experience, product and infrastructure investment opportunities — public, private, or blended — to deliver on the Master Plan.
- **Closely align with national frameworks and maintain strong sector connection** - Ensure active participation in RTONZ and engagement with MBIE's Tourism Growth Roadmap, leveraging national strategies, funding opportunities, and regional partnerships.
- **Continue work to enhance digital platforms** – Digital platforms can showcase the full breadth of Horowhenua offerings and help potential visitors understand how to explore it though compelling, story-driven itineraries that encourage multi-day stays, highlight lesser-known experiences, and make it easy for visitors to navigate the district's spokes.

RECOMMENDATION 2

Increase marketing activity and expand sector support

HDC made strong initial progress on several of the Marketing recommendations from the 2020 DMP including:

- Developing a clear, regionally relevant brand through active consultation.
- Formalising and applying destination proposition pillars of Nature & Adventure, Art & Culture, and Food & Beverage.
- Launch of a new visitor-focused digital platform and an always on 'marketing approach'.

HDC has laid a solid foundation for destination storytelling and engagement and used specialist third parties to amplify their marketing activity. Critically, digital marketing is measurable and across all metrics, Horowhenua's use of digital marketing has consistently positive trends (figure thirty-one):

FIGURE THIRTY-ONE: HOROWHENUA.CO.NZ METRICS SINCE LAUNCH IN 2022[33]

METRIC	2022-2023	2023-2024	2024-2025	% CHANGE (2022-25)
Total Users	24,031	49,554	76,905	+220%
Sessions:	26,799	57,209	92,456	+245%
Views:	51,658	90,690	139,444	+170%
Engaged Sessions:	16,383	33,839	56,882	+247%
Member Referrals:	-	19,677	18,096	-

33 Sources for this section include HDC's google analytics. Member referrals were first recorded in 2023/24. As the 2022/23 baseline is zero, a percentage change for 2022-25 cannot be calculated.

62%

of the traffic to the district's site is generated from marketing activity (figure thirty-two) and curated content is what's most visited and engaged with. Examples of this include:

- Camping and accommodation: 'Kiwi Camping' (18.2K sessions) as the most popular, followed by 'Accommodation That Inspires' (8.8K) and the Stay page (7.7K).
- Experience-based blogs: like 'Foodie's Delight: A Day Trip to Horowhenua' and 'The Ultimate Glamping Weekend at Foxton Beach' also performed well.

The launch of the new digital platform means Horowhenua District Council (HDC) can add to its data to drive decisions, the origin of users (figure thirty-two) correlates well with spend origin and helps HDC target precious marketing spend.

Figure Thirty-four: Source of visitors to horowhenua.co.nz and origin of users last 12 months. Note: IP address-based location data could be skewed as many IPs route traffic through Auckland.

FIGURE THIRTY-TWO: SOURCE OF VISITORS TO HOROWHENUANZ.CO.NZ AND ORIGIN OF USERS LAST 12 MONTHS

HOW ARE PEOPLE FINDING HOROWHENUANZ ONLINE?

SESSION SOURCE	SESSION MEDIUM	SESSIONS
facebook	paid_social	29,189
google	cpc	27,812
google	organic	15,523
(direct)	(none)	7,783
m.facebook.com	referral	5,215
lm.facebook.com	referral	1,249
facebook.com	referral	920
l.facebook.com	referral	554
horowhenua.govt.nz	referral	464
bing	organic	390
Grand total		**92,274**

WHERE ARE PEOPLE FROM VIEWING THE PAGES?

CITY:	SESSIONS
Wellington	17,308
Auckland*	17,017
Christchurch	10,646
(not set)	9,041
Palmerston North	5,250
Levin	4,193
Lower Hutt	3,344
Hamilton	2,327
Porirua	2,202
Paraparaumu	1,869

* IP address-based location could be skewed as many IPs route traffic through Auckland

This all signals a growing interest in Horowhenua as a destination and the resonance of the marketing activity already underway i.e., the region's digital assets are generating awareness and interest already.

Now is the time to build on this by activating targeted campaigns, improving content depth and supporting the sector to grow, underpinned by more detailed consumer insights.

We recommend that the DMO lead/deliver this activity, and focuses on four key priorities:

1

Use insight to drive activity

- Use consumer insights to drive highly targeted marketing activity, messaging and content including for VFR

2

Increased brand activation

- Target campaigns for the Visiting Friends and Relatives (VFR) segment, key domestic audiences and seasonal dispersal
- Continually evolve horowhenuanz.co.nz with pillar-specific content, seasonal storytelling, and operator listings
- Develop signature experiences (e.g. reimagined Taste Trail) that showcase local stories and offerings
- Align with regional trails where relevant, while keeping the focus on what's unique to Horowhenua

3

Third party engagement

- Collaborate with Tourism New Zealand (TNZ) and local operators to improve visibility on newzealand.com and disseminate TNZ insights
- Actively engage in regional and national visitor sector networks to maximise RTO or wider industry collaboration opportunities such as

4

Industry Support

- Provide sector toolkits including brand, 'how to for trade' and other practical resources to support industry
- Deliver regular industry updates, in person, to report on progress against work plan
- Identify and address sector capability requirements, including experience delivery, workforce development, and training
- Share consumer insights work, and support industry to leverage from it

RECOMMENDATION 3

Continue driving for more extraordinary events

HDC has also made progress in the events recommendation from 2020, by launching a contestable major events fund.

Nationally and regionally, events are used as a key tool to grow domestic and international visitor spend. One-third of domestic travel by New Zealanders is for an event, and during the COVID-19 recovery, government invested $50 million into regional events funds via RTO networks[34]. This reflected the effectiveness of 'growing events' as a tool to stimulate domestic travel and regional visitation. Horowhenua can continue to leverage this benefit by diversifying its event offerings and by developing and attracting visitors to a broader calendar of events across the year.

The district is well positioned to achieve this objective across a wide range of events — from sports to conferences, music, arts, food and beverage, and speaker-led gatherings. In addition, the district's reputation as the food bowl of the lower North Island reinforces the potential for culinary tourism. Reviving concepts like the Taste Trail with the support of specialist event expertise could overcome past challenges and unlock a standout visitor experience.

The business events and executive retreat market also presents a niche growth opportunity. With proximity to Wellington, Horowhenua could offer an alternative to destinations like Wairarapa. Facilities such as Te Takeretanga o Kura-hau-pō, Te Awahou Nieuwe Stroom, Tatum, and Makahika Outdoor Pursuit Centre and Arete Retreat already offer strong foundations for expansion in this space.

Priorities for this work should include:

- Revisit and activate an events strategy to support HDC's contestable major events fund.
- Proactively assess and develop events working closely with Iwi/Hapū, visitor sector and community.
- Create a practical framework for evaluations and improvements to continually inform the events strategy.

RECOMMENDATION 4

Identify funding requirements and avenues and continue advocacy for funding

Funding remains the most consistent barrier to activating visitor sector development, whether for infrastructure, marketing, or product investment. It is also the most critical enabler of long term progress.

This recommendation brings together three key strands:

1. Clear articulation of funding needs across public and private sectors.
2. Investment readiness through strategy-led planning.
3. Proactive advocacy to central government, philanthropic, and private investors.

Horowhenua must be ready to make a compelling case, supported by the robust planning, cost-benefit analysis, and the strategic steps recommended above. Improved connectivity, population growth, and untapped natural and cultural assets mean the district has a powerful story to tell, but it must also achieve co-investment and demonstrate strategic alignment to national goals.

Key actions include:

- **Map and prioritise funding needs** — Identify short-, medium-, and long-term funding requirements across infrastructure, environmental improvements, product development, marketing, and capacity building and wrap these into the market development plan.
- **Support development of strong business cases** — Ensure alignment with the Market Development Plan and use tools like cost-benefit modelling to support both internal council and external investor decisions.
- **Promote the investment prospectus** — once this is developed as part of the Market Development plan, ensure it has sufficient visibility and access.
- **Actively engage funding partners** — Maintain strong relationships with MBIE, DIA, plus philanthropic trusts, and regional funders. Leverage the DMO as the coordinating body to align proposals and monitor progress.
- **Embed funding and investment thinking across other recommendations** — Integrate funding conversations into planning, marketing, and events to ensure every aspect of the DMP is financially sustainable and investable.

34 Source https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-covid-19-recovery/2020-tourism-recovery-package/regional-events-fund

RECOMMENDATION 5

Establish a fit-for-purpose Destination Management Function

Since the 2020 DMP, Horowhenua District Council (HDC) has taken important steps in this area, including appointing a full-time Destination Lead in late 2024 and allocating a dedicated destination management budget in its 2024 Long Term Plan. However, there is opportunity to leverage government funding and regional collaboration.

Across Aotearoa, local authorities invest approximately $45 million into destination management through 31 RTOs, through various structures and tailored to local needs. Horowhenua, with its strong domestic visitor base, improved access, and growing population, is well-positioned to unlock greater value with the right delivery structure.

With the visitor expenditure in Horowhenua reaching $124 million to March 2025, tourism contributes around $45 million (3.2%) to Horowhenua's $1.4 billion GDP. This is a substantial contribution, particularly when compared to neighbouring regions that invest more in their visitor sectors and have lower proportional returns (figure thirty-three).

As central government continues to reinforce the expectation that local authorities take greater ownership of tourism investment, now is the time for HDC to define the function, structure, governance, and resourcing model for a DMO that can drive strategy over five-, ten-, and fifteen-year horizons.

Regardless of which government it is, seeking and receiving central government co-investment has and remains a fundamental principle for progressing the visitor sector. For regional partnerships and government support, Horowhenua needs to clearly specify how its proposed visitor sector investment proposals will enable the sector and contribute to New Zealand's economy.

A DMO FOR HOROWHENUA SHOULD:

Be Horowhenua focused and led

Horowhenua is at a pivotal moment, with Ō2NL and rapid population growth reshaping the district. A DMO will ensure local needs and potential are prioritised. Regional collaboration should be strategic, not automatic.

Ensure Iwi/Hapū partnership, and maintain strong alignment with Council Executive

The Destination Management function should be developed in partnership with Iwi and Hapū, embedding Te Ao Māori in governance and delivery.

Strong connection with HDC's Executive team is also essential to align with broader Council planning and investment.

Be predominantly ratepayer-funded and integrated with infrastructure and recreation planning

A locally funded model is consistent with national practice. The DMO should be closely connected to infrastructure and recreation functions to support cohesive development and readiness for growth.

Lead and coordinate all aspects of Horowhenua's visitor sector

From strategic planning and product development through to marketing, partnership building, and sector capability.

A critical next step from this work should be to determine the function, structure, form and governance of the Destination Management Organisation (DMO) for Horowhenua. The DMO should be clearly driven by strategy and purpose focused with five-, ten- and 15-year horizons.

FIGURE THIRTY-THREE: INVESTMENT IN DESTINATION MANAGEMENT COMPARED TO GDP AND VISITOR EXPENDITURE

RTO	VISITOR EXPENDITURE MARCH 2025	% CONTRIBUTION TO GDP	RTO BUDGET 22/23[35]	FUNDING FROM GOVERNMENT FOR DMP WORK
Taupō	$775m	9%	$2,000,000	$1,000,000
Taranaki	$462m	2.1%	$300,000	$1,000,000
Whanganui	$191m	2.5%	$614,000	$700,000
Ruapehu	$139m	7.5%	$611,000	$700,000

35 Sources for this section include https://rtnz.org.nz/wp-content/uploads/2023/05/Tonui-Summary-1.pdf and Infometrics

The role of Horowhenua District Council

At the beginning of this document, the scale and importance of a well-connected visitor system was outlined. The leadership, courage and skills of Iwi/Hapū and the private sector remain the primary drivers of success for the visitor sector.

Horowhenua District Council, alongside central government agencies including MBIE, DOC, and NZTA Waka Kotahi, and organisations such as Tourism New Zealand, continue to create the platform for the private sector to succeed.

As a territorial authority, Council has a responsibility to promote the social, cultural and economic wellbeing of its communities. This includes a leadership role in the visitor sector. Council remains responsible for regulatory and environmental settings, visitor sector development and marketing, and the broader economic development that supports local businesses to flourish.

Council also continues to provide and maintain critical infrastructure — including quality roads and transport systems, recreation amenities such as tracks, parks and carparks, and, at present, the delivery of three waters infrastructure.

When delivered well, these elements provide the foundation for growth. When delivered poorly, they can hinder the visitor sector's ability to thrive.

This Plan identifies significant opportunities for Horowhenua and outlines a set of guiding principles that can support future decision-making related to visitor sector growth:

Cost – benefit: Ensure potential or expected public sector visitor-related investment costs align to an overall market development plan and are positively outweighed by potential or expected visitor sector and community development benefits.

Move at speed: Identify and assist to proactively resolve visitor development challenges without delay or procrastination.

Big and small changes all count: Be prepared to make the many small changes, as well as the big changes, required to maximise the visitor sector development potential of the district. Continue to progress the important things that can be actioned in the short term, with minimal cost.

Red carpet rather than red tape: While delivery of regulatory requirements is a must, so too is the need to make these regulations as easy as possible for visitor sector experience and service providers to meet.

Well-functioning town centres: These create pride and community cohesion and will be ever more important with the completion of the Ō2NL Expressway. The role of each town as they relate to the visitor may need to change with both the benefits and impacts that the Ō2NL Expressway will bring.

Lead; do not displace: It is not the role of the Council to provide services and facilities better suited to provision by the private sector. If there is a clear need and opportunity and the market fails to adequately respond, then the Council may wish to exercise leadership or be a catalyst for development, by providing seed funding or other assistance.


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The role of Horowhenua District Council
Museums
47

Summary of recommendations

1. Deliver a comprehensive Market Development Plan that has a strong foundation in consumer insights and integrated master planning.
2. Increase marketing activity and expand sector support with a strong foundation in consumer insights and market development work. Actively focus on the VFR market.
3. Revisit and activate the Horowhenua Events Strategy to encourage visitation throughout the year.
4. Identify funding requirements and avenues and continue to advocate for co-investment funding underpinned by strategic and visible planning.
5. Establish a RTONZ affiliated Destination Management function with strong connections to Horowhenua District Council's Executive and in partnership with Iwi/Marae/Hapū.

Terminology

WHO IS A VISITOR?

The terms 'tourism' and 'visitors' are often intertwined. 'Visitor' is a more generic term. It is our preferred term. This is because it better relates to the way Statistics NZ and MBIE measure the impact and value of the sector. It also better reflects the fact that we are all, on many occasions, contributors to the visitor economy, even when we do not know we are doing this.

Statistics NZ view the visitor sector as encompassing all the activities undertaken by people who are away from their home for less than 12 months:

- For international visitors, these activities take place in a country other than their own.
- For domestic visitors this is activities undertaken by people who are more than 40 kilometres from their home and who are spending money on things unrelated to their home.

The 'type' of visitor can be further broken down into many categories and subcategories. For the purposes of this DMP we will sometimes refer to visitors by their primary purpose of travel, classified as follows:[36]

Figure thirty-two: classification of visitor trips according to the main purpose.

1. Personal

1.1. Holidays, leisure and recreation
1.2. Visiting friends and relatives
1.3. Education and training
1.4. Health and medical care
1.5. Religion/pilgrimages
1.6. Shopping
1.7. Transit
1.8. Other

2. Business and professional

It's important to note that the classifications are not mutually exclusive, for example you can visit friends and relatives AND be on holiday.

WHAT IS DESTINATION MANAGEMENT?

The Ministry of Business, Innovation and Employment (MBIE) defines destination management as:

"... [it] brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities."[37]

While MBIE plays several important roles in the visitor sector, responsibility for regional/district tourism, including market development, marketing, and enablers largely rests with local government, Iwi, Regional Tourism Organisations (RTOs), and visitor sector businesses. RTOs focus specifically on the visitor economy as a driver of regional growth, within the wider economic development landscape.

Although tourism sits within economic development, its scale and importance are recognised through a dedicated Ministerial portfolio and national focus. This reinforces the need for structured, local destination management that aligns with community priorities and economic goals. As MBIE states:

"Tourism is integral to economic development and is a key driver and tool to achieve wider economic development goals. Destination management and visitor attraction strategies can play a role in building the reputation of a region/place and attracting new residents, businesses and students."

MARKET DEVELOPMENT, MARKETING AND ENABLERS

This refreshed DMP refers to three strategic pillars: Market Development, Marketing, and Enablers. These terms may be described as follows:

- **Market Development:** Developing tourism products, experiences, and infrastructure to meet the needs of visitors, guided by evidence and strategic priorities.
- **Marketing:** Driving awareness and demand for Horowhenua offerings through targeted marketing, partnerships, and storytelling.
- **Enablers:** The leadership, infrastructure, data, systems, and capability that support both development and marketing.

The area covered by this Plan

In pure terms, 'Destination Horowhenua' is defined by the boundary of the Horowhenua District Council. This covers an area of about 1,000km2 extending from north of Ōtaki, inland to the high points of the Tararua Range and then back to the coast just south of Himatangi Beach.

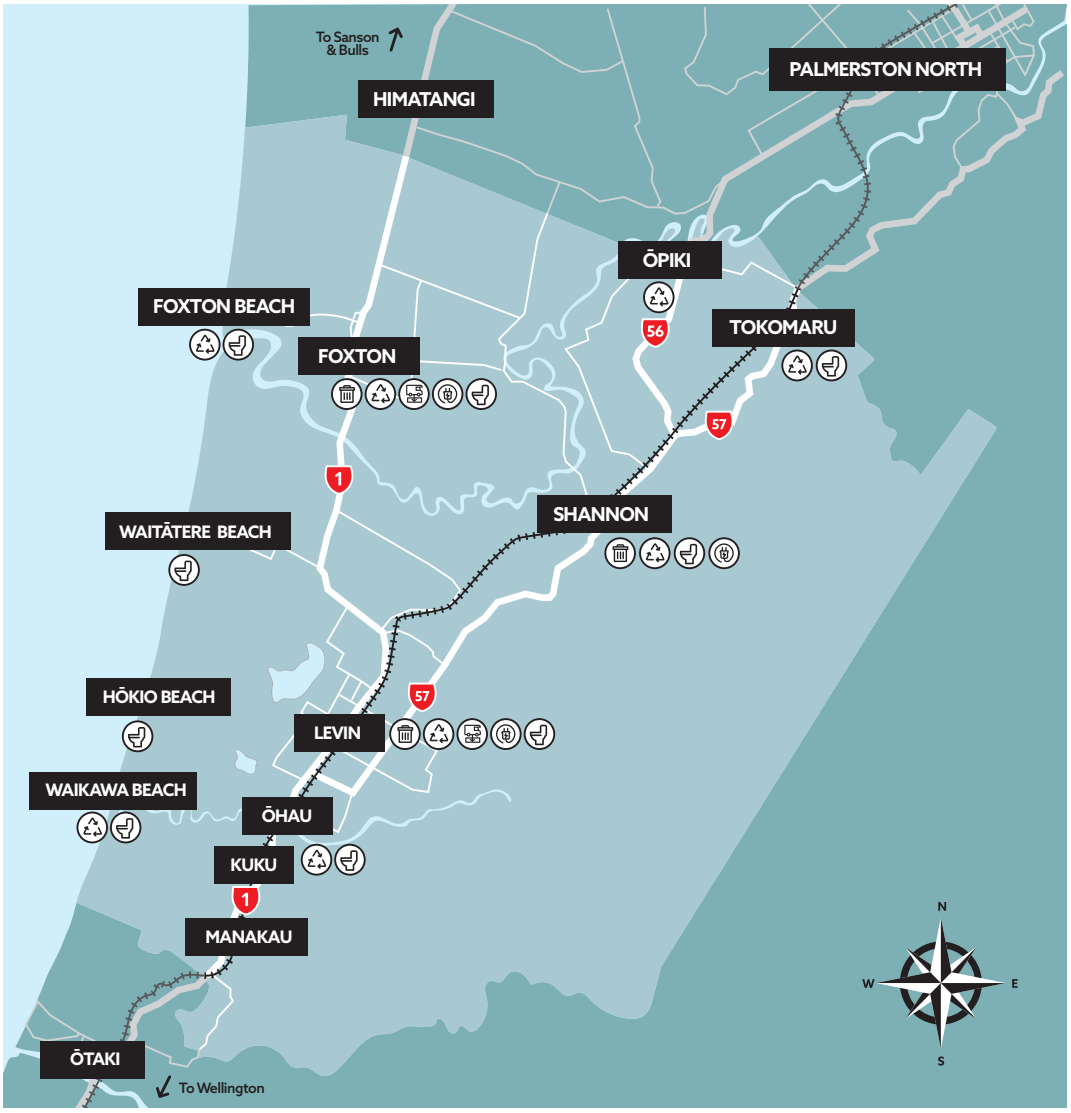
The Horowhenua district includes the towns of Levin, Foxton, Tokomaru, Shannon, Manakau, Ōhau and Ōpiki and beach settlements at Foxton, Waitārere, Hōkio, Waikawa and Kuku. The district is bounded by Kāpiti District in the south and Manawatū District in the north and it is part of the Manawatū-Whanganui Region (Horizons Regional Council). The Manawatū

36 Source: United Nations World Tourism Organisation

37 Source for this section https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines/destination-management-and-why-its-important

River completes its seaward journey in Horowhenua at Foxton. State Highway One and the main trunk railway line pass through the district. A quarter of the district falls within the Tararua Forest Park. At its shortest point, less than 25km separates the coast and this Park. Much of the district is highly productive farmland. The area is known as the lower North Island's food bowl.

In broader terms, most visitors don't perceive a 'destination' as something defined by geographic boundaries. Instead, they experience Destination Horowhenua as part of an interconnected network of services and experiences, shaped not only by what's within the district, but also by its neighbouring regions.

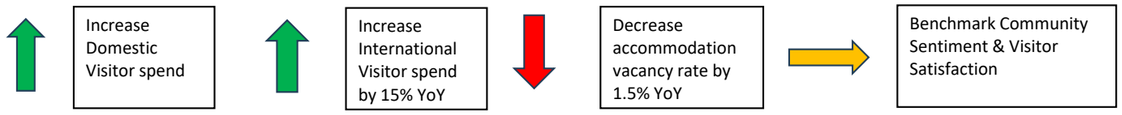


Taitoko – Levin
Te Awahou – Foxton | Foxton Beach
Otauru – Shannon | Tokomaru | Ōpiki
Waitārere Beach | Ōhau | Hōkio Beach
Waikawa Beach | Kuku | Manakau

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HOROWHENUA

DESTINATION HOROWHENUA IMPLEMENTATION PLAN 2025-2028



Actions	Status	2025/26	2026/27	2027/28	2028 onwards
Market development & VFR focus					
Launch a campaign targeting residents and prospects with VFR messaging (e.g. weekend itineraries, cultural sites, food & drink highlights) by February 2026	Not started				
Establish monthly hui with Isites to align and build capability	In progress				
Produce 2 VFR-specific campaigns per year that encourage longer stays or broader spend	Not started				
Deliver a market development plan by June 2027	Not started				
Grow resident satisfaction metric by 5% yoy	Not started				
Track VFR segment via Marketview and survey. Aim for 10% increase YoY reported VFR commencing 2028	Not started				
Data & Insights					
Publish a quarterly Destination Horowhenua Insights dashboard by December 2025	In progress				
Develop bi-annual report for Elected Members and key stakeholders by December 2025	In progress				
Host 1 annual data-sharing workshops with operators	Not started				
Implement a resident satisfaction metric that tourism adds to community pride and establish benchmark by June 2026	Not started				
Implement Horowhenua specific customer research, which includes perception and sentiment analysis by June 2026	Not started				
Market visibililty & brand awareness					
Refresh visitor guide and visitor map by June 2026	In progress				
Develop and promote monthly What's On Guide	On track				
Assist operators to grow their Google Business and Trip Advisor Listings by 20% across the sector by June 2026	In progress				
Build out lead magnets, integrate maps centred on key propositions on HorowhenuaNZ	Not started				
Develop brochureware for key propositions - food & beverage, walking & cycling trails, arts & culture	Not started				
Secure 2 external content partnerships annually by 2027 (operators, influencers)	Not started				
Increase HorowhenuaNZ website engaged sessions by +10% year on year	Not started				
Increase HorowhenuaNZ member referrals (leads) by 10% year on year	Not started				
Secure at least 1 national media feature annually through proactive PR by 2027	On track				
Enable product & experience development					
Establish sector cluster groups and facilitate ongoing hui by December 2025	Not started				
Facilitate annual famils with local operators and key trade partners by June 2026	Not started				
Deliver bi-annual operator capability workshops with 75% satisfaction rating by 2027	Not started				
Grow listings including Māori-owned businesses on HorowhenuaNZ by +25% by 2027	Not started				
Major events development					
Build a database of Major Event organisers, connect with them and add them to our quarterly newsletter by December 2025	In progress				
Promote the Major Event Fund to events sector bi annually	In progress				
Each funded event demonstrates measurable impact (visitor spend, media reach, or overnight stays) by 2027	Not started				
Secure at least 1 nationally profiled media feature per year off the back of Horowhenua events	Not started				
Establish a regional event cluster partnership with neighbouring RTOs by 2028	Not started				
Governance & Funding					
Explore models for a Destination Management Function and report back to Elected Members by June 2026	Not started				
Develop a database of funding partners – MBIE, DIA, philanthropic trusts and regional funders and actively engage them at least once a year	Not started				
Map and prioritise funding needs across public and private sectors by June 2027	Not started				
Develop and promote an investment prospectus by June 2027	On track				
National brand awareness					
Attend RTNZ conferences to develop cross sector relationships	On track				
Grow relationship with Tourism New Zealand, MBiE, TIA to leverage opportunities	On track				
Work with sector to develop trade-ready tourism experiences in preperation for TRENZ 2027	Not started				
Attend TRENZ 2027 with trade ready operators	Not started				
Economic Development Strategy					
Deliver 2 retail-linked visitor initiatives per year by 2027	Not started				

Maintain consistent always-on promotion across HorowhenuaNZ channels, growing engaged sessions by 10% annually	In progress				
Strengthen the Horowhenua brand identity for locals and visitors through toolkit and wider adoption by June 2026	On track				
Embed mana whenua & community input					
Establish a bi-annual iwi/hapū hui by June 2026	Not started				
Distribute quarterly enewsletter to local visitor sector	On track				
Implement annual sector hui to build collaboration by 2025	In progress				
Establish a new co-created cultural storytelling project by 2027	Not started				
Establish quarterly iwi/hapū - Council tourism wānanga from 2030 onwards (post-settlement)	Not started				
Environmental sustainability					
Distribute a Tiaki digital/operator toolkit to all HorowhenuaNZ listed businesses by the end of 2025	In progress				
Engage at least 10 local operators in promoting or delivering Tiaki-aligned activities by June 2026	Not started				
Ensure 100% of funded major events report on at least two sustainability practices (waste minimisation, reuse systems, energy efficiency, or cultural/environmental care) by 2028	Not started				

File No.: 25/532

7.4 Local Road Improvements Programme Business Case

Author(s)	James Wallace **Land Transport Manager | Tumu Tūnuku ā-Papa**

Approved by	Daniel Haigh **Group Manager Community Infrastructure | Tumu Rangapū, Tūāhanga Hapori**
	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

The purpose of this report is to seek endorsement of the Local Road Improvements Programme Business Case (PBC), ahead of submission to NZ Transport Agency Waka Kotahi (NZTA).

This matter relates to Ōtaki to North Levin Readiness

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

Enabling balanced growth with fit for purpose infrastructure.

This matter relates to Enabling balanced growth with fit for purpose infrastructure.

Deliver the Capital Programme.

This matter relates to Delivering the Long-Term Plan 2024-44

Delivering the Long-Term Plan 2024-44

EXECUTIVE SUMMARY | TE WHAKARĀPOPOTOTANGA MATUA

1. The objective of the Horowhenua Local Road Improvements Programme is to address foreseeable transport demand changes on Horowhenua District Council's local road network through a number of transport infrastructure projects. The most significant causes of transport demand changes are predicted to be caused by traffic flow changes caused by the Ōtaki to North of Levin Expressway Project (Ō2NL), along with residential and commercial growth.
2. In plain language, Ō2NL and growth will increase traffic on a number of local roads and intersections which will result in congestion, road safety issues, and potholes. The Programme is a collection of roading projects that are aimed at preventing these problems.
3. The purpose of the PBC is assess this problem, identify possible solutions, consider and prioritise options and analyse the costs and benefits of the Programme.
4. The PBC is also a critical step in NZTA's investment assessment process, is required to be submitted to NZTA prior to progress Council's funding application for the Programme to access funding from the National Land Transport Fund.

DELEGATION OR AUTHORITY TO ACT | TE MANA WHAKATAU I NGĀ KAWENGA

5. Endorsement of the PBC constitutes an indication of support for the programme of transport infrastructure investment and the strategic and planning considerations as described in the document.

6. Endorsement of the PBC does not constitute a funding decision, and does not foreclose the opportunity for further development or alteration of either the programme of infrastructure investment or the strategic and planning components of the document, should new information become available, or should Council's views on the programme change.

7. As the decision to endorse the PBC has no financial implications and does not restrict future Council decisions, Council has authority to make this endorsement without additional process.

SIGNIFICANCE ASSESSMENT | HE AROMATAWAI MATUA

8. This matter is assessed as not significant, as the decision has no financial or level of service impact.

9. Decisions related to the investment described in the PBC will be considered against the significance and engagement policy at the relevant time.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note the Report Local Road Improvements Programme Business Case.

BACKGROUND | HE KŌRERO TŪĀPAPA

10. **Programme Background**

10.1. While the Ō2NL project has now reached the implementation stage, the project spent over 10 years in the pre-implementation stage prior to reaching this point. This has allowed Officers sufficient time to consider the impacts the project may have on Council's local road network.

10.2. In 2018, with early consideration of Ō2NL's potential impacts on the local road network, alongside assessments of traffic demand increases during District Plan changes related to growth, officers formed a view that a comprehensive strategic approach to the district's future transport challenges. This led to development of the Horowhenua Integrated Transport Strategy

10.3. The PBC can be considered the next step towards implementing a programme of works which will adapt the local road network to the challenges caused by Ō2NL and growth.

11. **National Land Transport Fund**

11.1. Council's expenditure on local roads is mostly eligible for a subsidy through the National Land Transport Fund, depending on the activity. The National Land Transport Fund is managed by NZTA.

11.2. NZTA generally require projects over a certain value or complexity to have business cases to support funding applications. The business cases must comply with NZTA's Business Case approach, which is costly and inflexible.

11.3. The PBC was initiated on advice from NZTA investment advisors. A programme business case is one of the stages which forms NZTA's business case approach.

11.4. A programme business case is a tool for considering a range of treatments across a network which deal with a similar set of challenges, which is the case for Council's local road network.

11.5. Importantly, the PBC is required to support Council's funding application to the 2027 National Land Transport Fund.

11.6. Officers expect the Programme to be funded at Council's standard Financial Assistance Rating (FAR), which currently sits at 61% but is subject to change.

11.7. Development of the PBC started in late 2022. Progress on the PBC was delayed due to uncertainty of the Ō2NL project and changes in scope to the Ō2NL project. The PBC was also significantly delayed while Council and NZTA Officers discussed how planning for the potential revocation of state highways made redundant by Ō2NL could be integrated into the PBC process.

11.8. The PBC can now be considered at the final draft stage, and if endorsed by council, will be marked as final.

11.9. The PBC will be a document representing the case for the Programme at a point in time. Officers plan to undertake a review of the PBC in 2027, prior to the implementation stage of the Programme. As new data, Government Policy Statements, Council priorities and NZTA investment requirements become available, the document's content will need to be updated.

DISCUSSION | HE MATAPAKINGA

12. **PBC Development**

12.1. The PBC document contains a detailed description of the PBC's development, however a very brief summary is below;

12.2. The PBC's strategic case developed problem statements, benefit statements and investment objectives through a series of workshops including Officers from NZTA, Council and Horizons Regional Council (HRC), in addition to a workshop with Councillors.

12.3. The PBC is informed by the Horowhenua Growth Strategy 2024, Levin Town Centre Strategy and Horowhenua Integrated Transport Strategy. The influence of these strategies on the PBC is shown in the PBC's strategic case, however these strategies also have informed the details of the Programme, by informing project selection and timing.

12.4. The process for identifying projects for potential inclusion in the Programme started with the Horowhenua Integrated Transport Strategy's Programme. The Horowhenua Integrated Transport Strategy Programme was developed using a public engagement process, as well as targeted stakeholder and Iwi Partner engagement. This project list from the Horowhenua Integrated Transport Strategy was supplemented with additional project suggestions from Elected Members, and Officers from NZTA, Council and Horizons. This resulted in the PBC Long List.

12.5. In order to develop the preferred programme from the long list, a high-level screening of long list projects was undertaken, removing projects entirely out of scope, completed projects, or projects that were viable and valuable but were under the authority of other organisations. The screened long list was then iteratively developed into 5 themed short lists. Each shortlist was than assessed with a Multi criteria Analysis, to test each shortlist's ability to meet the PBC's investment objectives, and each shortlist's deliverability. A cost benefit analysis was then undertaken on the two leading shortlists, with the highest benefit-cost ratio selected as the preferred programme.

12.6. The PBCs Management Case, was developed by Council's consultants WSP and EID to support the Preferred Programme. The management case identifies delivery risks with the programme and proposes mitigation pathways, the PBC also proposes the timing of the Programme's individual projects, with consideration of a number of

factors, including timing of Ō2NL, the criticality of individual projects, enabling growth and timing with current and future growth areas.

13. The Programme

13.1. The Programme consist of projects which cannot be delivered by Council's business-as-usual programme of roading projects, due to NZTA's funding criteria.

13.2. The PBC sits adjacent to Councils Land Transport Activity Management Plan (LTAMP). The PBC fills a similar role to the LTAMP, with the point of difference being that the PBC focuses on the specific challenges of growth and Ō2NL, as the two significant issues which our normal Land Transport activities are not capable of managing.

13.3. The PBC has structured the Programme into two main tranches. Tranche 1 includes projects from 2027-2032, and Tranche 2 is projects post 2032. Planning for Tranche 1 Projects are generally more advanced, the specific challenges better understood and benefits are clear. It is possible that some projects may be moved between Tranche 1 and 2 as investigations progresses.

13.4. The full Programme can be reviewed in the PBC, but the key projects from Tranche 1 are listed below.

13.5. Tararua Road Improvements. This is a full corridor improvement from Arapaepae Road to Oxford Street. This section of road will be one of the main roads connecting Ō2NL and Levin, and is not currently suitable to manage the level of vehicle loading.

13.6. Queen Street East Corridor Improvements. This project extends from Arapaepae Road to Oxford Street. Traffic on this corridor is expected to increase rapidly with the opening of Ō2NL, and steadily with Tara-Ika growth. This project will have a broad range of objectives, including improving safety and traffic capacity of individual intersections, improving walking and cycling safety and accessibility and a broad range of supplementary improvements. It is possible that this project may be staged, and may partially be completed in tranche two.

13.7. East-West Arterial Intersection. This project will involve a new intersection connecting a new arterial road within the Tara-Ika growth area to Arapaepae Road. The project does not include the corridor itself, and does not include the Ō2NL overbridge, which are being delivered separately. The aim of the project is to enable growth within the Tara-ika growth area

13.8. Hokio Beach Road safety improvements. This project is a corridor wide improvement which seeks to address significant and long-standing safety issues. This project is not directly related to growth or Ō2NL, however it is included in Tranche 1 due to the significant crash record of the road.

14. Benefit Cost Ratio

14.1. The Programme has a Benefit to Cost Ratio assessed at 1.3. Which means for every $1 spent on the project, $1.30 of tangible benefits are achieved. (travel time savings, vehicle operating cost reduction, crash reduction etc.).

14.2. It should be noted that the PBC's benefit cost ration is undertaken at the Programme level, with both costs and benefits having lower confidence figures due to the high-level nature of the PBC. There also significant benefits not included in the analysis due to the broad nature of the programme. For example, the maintenance cost saving of the Tararua Road project are not included. In the calculation. In Officers' opinion the Benefit to Cost Ratio is conservative, but it is prudent to proceed with conservative benefit estimates at this stage of the Programme's development.

15. **Programme Cost**

15.1. The preferred programme's value estimated at $47.2m. In the current LTP, there is $33.7m budgeted for this programme between 2027 and 2038.

15.2. Officers expect that the full programme's value will be unaffordable and further prioritisation of projects, both removing projects and scaling down, will occur during the 2027 LTP and each subsequent LTP that the programme remains. More information on this is included in the next steps section of this report.

16. **Endorsement**

16.1. It needs to be noted that endorsement to the PBC is not a financial commitment, nor is it a commitment to delivering the Programme exactly as described.

16.2. The first financial decision related to this Programme will be made during the 2027 Long Term Plan, there will be a review of the PBC prior to the 2027 Long Term Plan, and individual Councillor workshops of each Project planned to be delivered in the 2027-2030 LTP period.

16.3. There is nothing in the PBC that cannot be changed prior to implementation, endorsing the PBC does not prevent any future changes.

Options | Ngā Kōwhiringa

Options | Ngā Kōwhiringa	Benefits | Ngā Whiwhinga	Risks | Ngā Mōrearea
Option A (recommended) Council endorse the PBC.	NZTA and Officers can proceed with the Programme's funding application, by submitting to the NZTA for consideration, and develop next steps. Progress towards the implementation stage of the Programme can continue.	If there is content in the PBC or the Programme itself that Councillors prefer to see altered, it will not be able to be changed prior to submission to NZTA's board. Opportunities to make changes to the PBC and Programme will be available prior to implementation or any other financial or operative decision regarding the programme. Re-submission to the NZTA prior to implementation would also still be possible.
Option B Council do not endorse the PBC, and direct officers to review and adjust the PBC prior to bringing to a future meeting for endorsement.	If there are concerns with the PBC's content or the Programme, changes can be made sooner. It needs to be noted that opportunities to adjust the Programme and the PBC will be available prior to the implementation stage and the 2027 LTP in any case.	Would likely incur additional costs, if changes are requested that require rework in the PBC. Could result in programme delays.

Option C Council do not endorse the PBC and instruct Officers to discontinue work on the PBC.	There are no identifiable benefits.	Officers believe that the delivery of the Programme is critical to providing a safe and effective land transport network. Council could still deliver the Programme without the PBC, but would have no National Land Transport Fund contribution.

17. The option below has not been included by officers for consideration.

    - **Council do not endorse the PBC and instruct Officer to restart the process entirely.** This has not been included as an option, while technically possible, it could be and outcome of Option B, and therefore not added as a separate Option.

ENGAGING WITH MĀORI | TE MAHI TAHI KI TE MĀORI

18. Officers plan to undertake Maori engagement for the Programme at the project level, early during the investigation and design stage for each individual project. Engaging at the project level with local Hapū allows for meaningful and valuable input for these infrastructure projects.

19. This approach allows for direct input into project design and sharing of local knowledge.

20. The PBC is essentially a part of a funding application. The format of the NZTA's business case approach is not conducive to meaningful engagement.

21. Mori input into the PBC's strategic case is present, as the PBC's strategic case is based on the Horowhenua Integrated Transport Strategy, which was developed closely with local Iwi/Hapū.

CLIMATE CHANGE | NGĀ ĀHUARANGI HURIHURI

22. Specifically addressing climate change has not been a deliberate priority for the PBC's strategic case, however emission reduction and climate change mitigation benefits will result from delivery of the Programme.

23. Transport Infrastructure resilience improvement projects feature in the Programme, particularly in Tranche 2. The objective of these projects will primarily be to reduce the risk of road closures during extreme weather events.

24. Projects which provide level of service improvements to intersections, by mitigating future congestion, will have emission reduction benefits, by reducing travel time, and therefore emissions.

25. Projects which improve walking and cycling and public transport accessibility would also have emission reduction benefits.

FINANCIAL AND RESOURCING | TE TAHUA PŪTEA ME NGĀ RAUEMI

26. **PBC Costs**

    26.1. The cost of the PBC to date is $400,000, between July 2022 and now, the vast majority of this has been consultant costs.

    26.2. NZTA's subsidy contributed $242,748 of this cost, with the remaining $157,252 being Council's local share.

    26.3. If Council decide to endorse the PBC, it will be unlikely that any additional costs for the PBC will be incurred until it is reviewed prior to the 2027 LTP.

26.4. Officers believe that reviewing the PBC should not require external consultants, and can be absorbed using existing operational budgets which cover internal staff time.

26.5. Until the PBC is submitted to NZTA, it will not be clear if additional business case work will be required for the Programme's funding application to NZTA. Officers believe the stages should be able to be completed internally using existing budgets.

27. **Programme Costs**

27.1. The PBC's preferred programme has a total estimated cost of $47,184,783 in capital expenditure

27.2. The 2024 Long Term Plan has budgeted for $33,664,000 for the Programme, between 2027/28 and 2037/38.

27.3. Between now and the 2027 Long Term Plan, a further prioritisation process will be undertaken, alongside elected members. The Tranche 1 project costs will be refined in to more accurate estimates, and a prioritisation process to reduce the Programme's overall value, by both reducing individual project costs and removing lower priority projects.

27.4. Officers do not plan on presenting a programme of works for consideration into the 2027 LTP which exceeds the $33,664,000 currently budgeted, and are confident that this is achievable.

27.5. Tranche 1 projects will not be budgeted for at a programme level in the 2027 LTP, instead will have individual project budgets lines.

LEGAL AND RISK | TE TURE ME NGĀ MŌREAREATANGA

28. There are no legal considerations for this decision, as endorsement of the PBC does not constitute a direct funding or operative decision.

POLICY IMPACT | NGĀ PĀTANGA I NGĀ KAUPAPA HERE

29. There are no known policy impacts.

COMMUNICATIONS AND ENGAGEMENT | TE WHAKAWHITI PĀRONGO ME TE MAHI

30. The PBC process itself does not provide a platform for meaningful public engagement, and endorsement of the PBC is not a operative or financial decision that requires public input.

31. As individual projects within the Programme will be consulted on during Long Term Plans.

32. Targeted engagement during the with relevant stakeholders for each of the Programme's projects investigation and design process prior to construction.

NEXT STEPS | HEI MAHI

33. If the Council decide to endorse the PBC, the following processes are proposed to be undertaken prior to the 2027 Long Term Plan:

34. **Tranche 1 Projects – Investigation and Design**

34.1. Officers will lead the development of individual projects. Officers will initially develop low detail concept designs, by drafting several concept designs per project and using them to compile feedback from the following groups:

- Local iwi/hapū
- Affected stakeholders, including affected residents, businesses, user groups etc.
- Elected Members.

34.2. The exact details of this process will vary from project to project, joint workshops between these groups may be undertaken, single workshops may be sufficient to

arrive at a design acceptable for all parties or an iterative approach may be required to come to a finalised design. Ideally a concept design is developed which is affordable, delivers on the PBC's investment objectives, and is acceptable to all parties.

34.3. If one or more party has concerns which cannot be resolved, Officers will seek a Council decision on whether to proceed with the specific project, prior to the 2027 LTP if timing allows. If timing does not allow for this, the decision whether to proceed with the project can be made during the LTP process.

34.4. If a concept design is produced which is agreeable to all parties, a detailed design process will be undertaken, with detailed costing developed to inform LTP budgets.

34.5. Officers will aim to undertake this process for all Tranche 1 projects, but will prioritise projects to be delivered in the 2027 LTP period.

35. **National Land Transport Fund Application**

35.1. The next steps in securing funding for the Programme will not become clear until after the PBC has been submitted. Officers are optimistic that the remainder of the process will be able to be undertaken internally, using existing budgets.

35.2. The Programme is currently in the 2024 Regional Land Transport Programme (RLTP) and will be resubmitted for implementation in the 2027 RLTP.

36. **PBC Review**

36.1. Officers will plan to review and update the PBC in the lead up to each LTP, starting with the 2027 LTP. If changes in circumstances require a review of the PBC between LTP periods, Officers will do so if required for funding or transport planning processes.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Horowhenua Programme Business Case - Final with appendices - July 2025	335



HOROWHENUA LOCAL TRANSPORT IMPROVEMENTS

Programme Business Case

WSP and EID Consultancy on behalf of Horowhenua District Council

20 February 2025

Version 1

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Horowhenua DISTRICT COUNCIL

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Document review

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Horowhenua District Council	J. Wallace	Final draft
NZ Transport Agency	W. Wallace and others	Final draft

Related documents

Title of document	Version number
Horowhenua Local Transport Improvements Point of Entry (POE)	22-10-2021

Contents

EXECUTIVE SUMMARY 6
1 INTRODUCTION 13
1.1 Overview 13
2 DEFINING THE PROBLEM / OPPORTUNITY 16
2.1 Problem 1 - Lack of Appropriate Infrastructure for Mode Choice 16
2.2 Problem 2 - Future Increases in Traffic on Local Roads 17
2.3 Problem 3 - Strategic Road and Rail Corridors are Limiting Access 19
3 STRATEGIC CONTEXT 20
4 ORGANISATIONAL OVERVIEW 22
5 CASE FOR CHANGE 23
5.1 Benefits 23
5.2 Investment Objectives and Critical Success Factors 24
5.3 Key Constraints, Dependencies and Assumptions 25
5.4 Case for Change Summary 26
6 ECONOMIC CASE 28
6.1 MCA Framework 28
6.2 Affordability 29
6.3 Do Minimum Programme 30
6.4 Long List Assessment 31
6.5 Short List Assessment 35
6.6 Preferred programme assessment 47
7 COMMERCIAL CASE 58
7.1 Project Types 58
7.2 The Supplier Market 59
7.3 Procurement Pathways 59
7.4 Government Procurement Rules Assessment 60
8 FINANCIAL CASE 60
8.1 Alignment with HDC current forecast 60
8.2 Expected programme cost 61
8.3 Economic Analysis 66
8.4 Affordability 66
8.5 Opportunities for alternative funding sources 67
9 MANAGEMENT CASE 67
9.1 Programme Governance 69
9.2 Risk Management 70
9.3 Stakeholder Engagement and Communications Plan 71
9.4 Programme Performance and Review 75
10 NEXT STEPS 77

APPENDIX A: PROBLEM EVIDENCE 78
APPENDIX B: INVESTMENT LOGIC MAP 79
APPENDIX C: POLICY FRAMEWORK AND ROLES AND RESPONSIBILITIES 80
APPENDIX D: PROGRAMME DEVELOPMENT PROCESS 81
APPENDIX E: PROGRAMME PROJECT LIST 82
APPENDIX F: APPRAISAL SUMMARY TABLES 83
APPENDIX G: ECONOMICS REPORT 84
APPENDIX H: ESTIMATE ASSUMPTIONS REPORT 85
APPENDIX I: RISK REGISTER 86

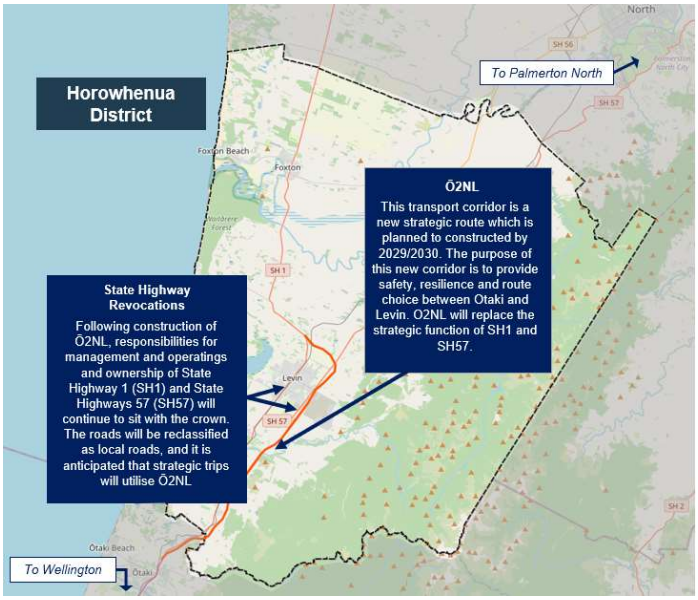
EXECUTIVE SUMMARY

Overview

The Horowhenua District is anticipating notable changes over the next 10+ years, driven by population growth and significant strategic transport projects. In summary:

- The new Ōtaki to North Levin (Ō2NL) expressway and bypassed State Highway Revocations, will impact the districts local transport network by changing the orientation of the network from north-south to east-west.
- Population growth in and around the district signalling the need for new housing, putting greater demand on the local transport network.

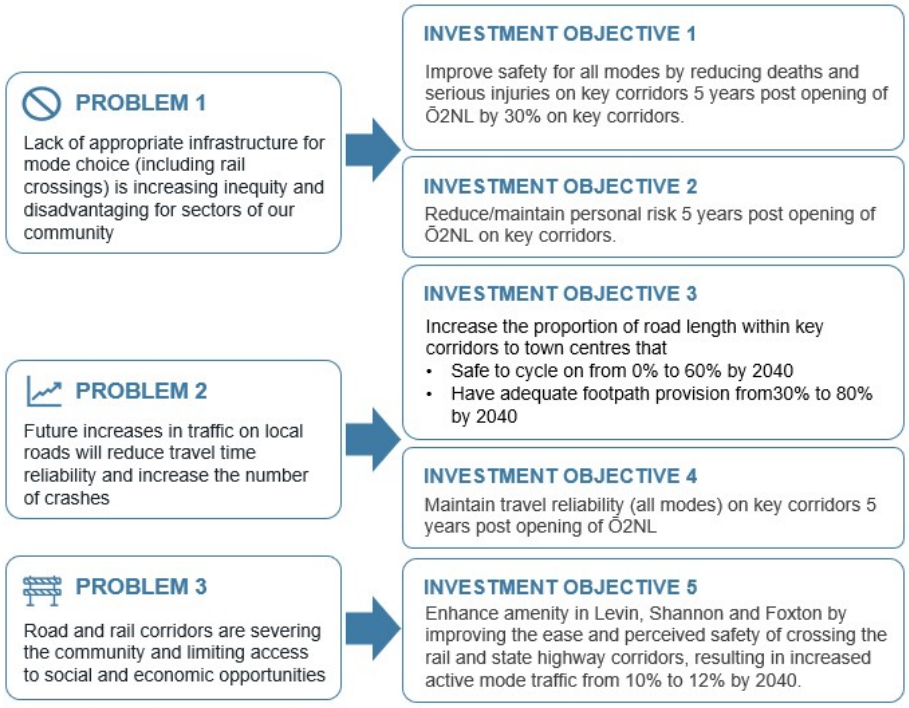
In response, this programme business case is seeking to deliver local transport network improvements for the district, to effectively accommodate and support change. The vision for the district is to create a safe and accessible integrated transport network.



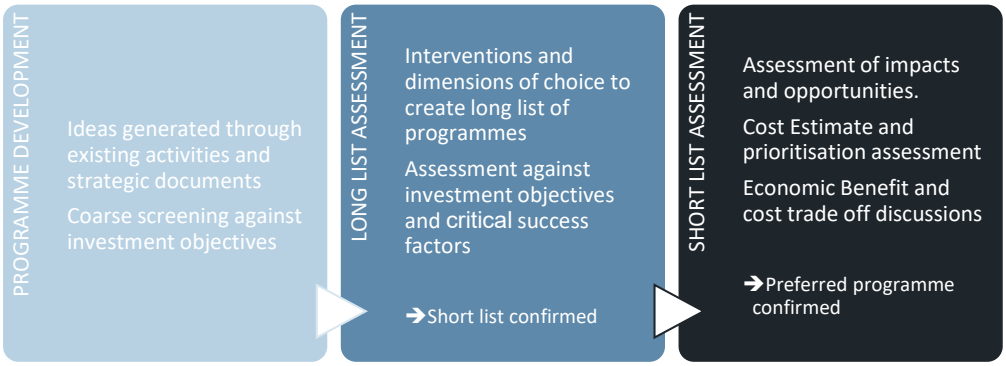
Case for Change

Investment in the local transport network in Horowhenua needs to start now. The opening of the Ō2NL in 2029 transposes the predominant movement to an east-west orientation, to connect the district with the new regional state highway. This is compounded by a forecast population growth of 62,000+ people by 2041, further increasing expected future traffic volumes. These changes to the strategic transport network drive the need to invest in the local road network to ensure that it is fit for purpose, given the change in travel patterns, and is appropriately integrated with the national transport network.

Investing in improvements to the road and rail corridors to provide safe and direct connectivity for east-west movements, will support greater travel options, minimise community severance, and maximise accessibility to social opportunities. Similarly, there may be economic opportunities for the transport network to better effectively support freight demand.



Developing the Preferred Programme

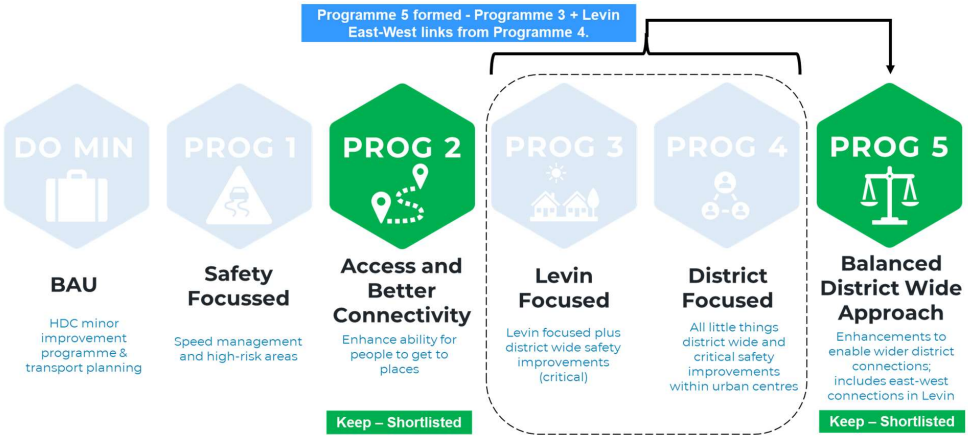


Four alternative programme philosophies were identified and used as the basis for forming the different long list options. These consisted of multiple projects representing the different ways in which the problems could be addressed, or the objectives met.

Despite performing well, workshop participants and the PSG were not comfortable that either Programme 3 (Levin Focussed programme of works) or 4 (District focussed programme of works) were appropriate in isolation. The primary concern was that a Levin focused programme would miss addressing critical projects outside of Levin. A programme that spreads the investment across the district (Programme 4) would not sufficiently respond to the issues arising from the population growth and opening of Ō2NL.

Hence, a hybrid *Programme 5: Balanced approach, District Wide* combining key elements of programme 3 with programme 4 was developed

Programme 5 was agreed to proceed into the short list optioneering, along with Programme 2, as they both broadly deliver best on the outcomes sought. Programme 2 has a focus on improving access and safety for multiple modes, with key projects including active mode improvements and upgrades to east-west corridors connecting the district with O2NL. Programme 5 achieves wider district outcomes with key projects including the freight bypass to reduce freight on the key corridors.



The shortlist assessment indicated that overall, Programme 2 tended to deliver more positively against the assessment criteria and delivered greater economic benefit. Whilst Programme 5 scored highly against the investment objectives, the high cost of the freight bypass and need for it early due to Ō2NL, precluded other necessary projects from being delivered before Ō2NL opens.

Preferred programme

Programme 2 was most favourable as it delivers the most critical projects needed in the District within the current budget forecast. The projects in the 1–5-year period are especially critical to the opening of Ō2NL and best aligns with HDC current priorities.

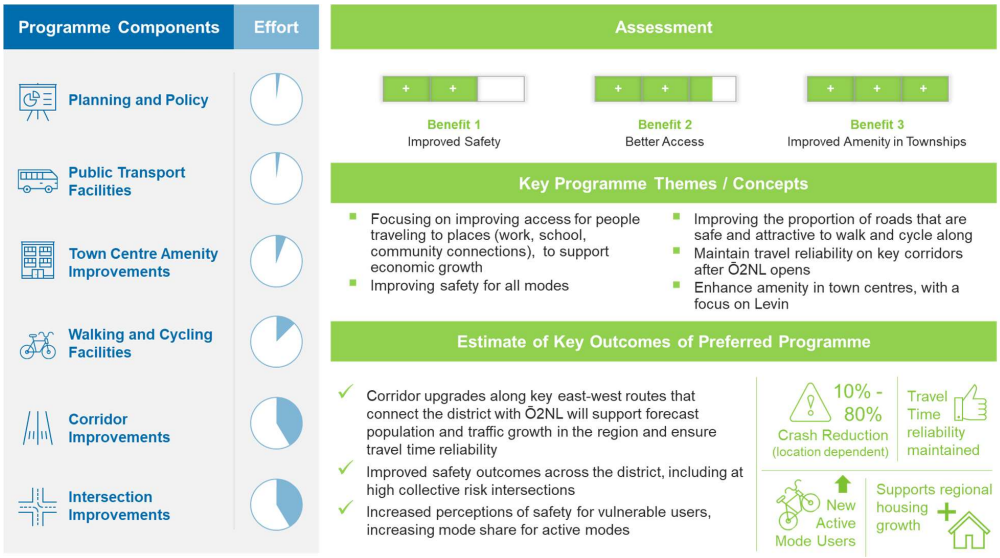
The recommended investment focuses on projects within 1-10 years, and all assessment has been focussed on this period. Subsequent to this, additional 'opportunities' were identified through the optioneering process that could be considered should additional funding be made available or priorities for the network change in the future. Alternatively, additional funding could be sought to enable projects to be brought forward in the programme. As such, the preferred programme focuses on the 10-year programme and excludes opportunities.

The preferred programme has a strong focus on:

- Improving critical east-west connection to support the changes anticipated from Ō2NL. It will look at the form of these roads to align to their function and future traffic volumes, as well as retaining freight on these key corridors (no bypass) and providing dedicated walking and cycling facilities that support connections to places (i.e. education, work, community).
- Improving walking and cycling connections within the urban centres (especially Levin) to improve town centre amenity and access
- Improving safety in the rural parts of the District such as intersection improvements

- Supporting non-private vehicle transport modes throughout the District – Public Transport and Walking and Cycling. This will help those who are disadvantaged (i.e. elderly, youth, economically strained) to get to work, school and be a part of the community.

The Preferred Programme has been assessed against the project objectives and the key outcomes expected from the programme. The assessment is summarised below.



A qualitative assessment method (stage 1) has been used for requirements of the Investment Prioritisation Method for the 2024-27 National Land Transport Programme (NLTP). This is due to the level of information available at this stage in the Programme development. The assessment profile for the Horowhenua PBC indicates that the programme equates to a Priority 4 Funding Profile.

Economics and value for money

Economic analysis was undertaken on the projects within 1-10-year period (excludes opportunities). This assessment helped to confirm that Programme 2 was the preferred programme.

A summary of the outputs is shown in below, with more detail provided in Appendix G: Transport Economics Report.

Economic Analysis of Preferred Programme: Programme 2

	Preferred Programme: Programme 2
Discounted Benefits (NPV $M)	$65.1M
Discounted Costs (NPV $M)	$49.9M
Benefit Cost Ratio	1.3

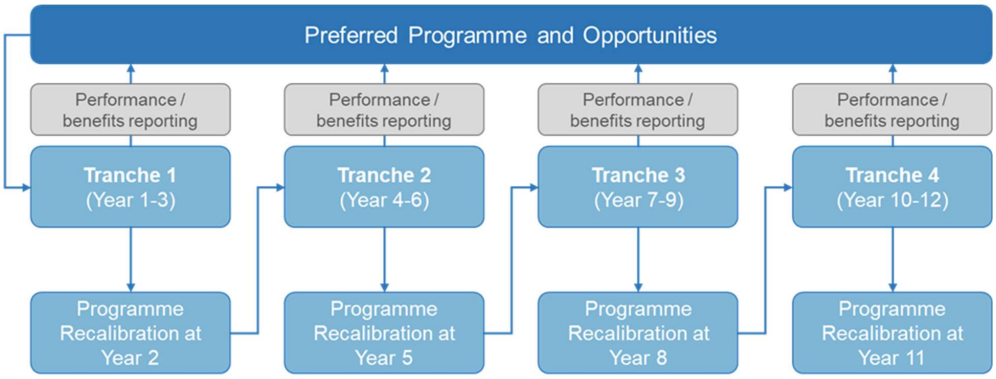
Commercial, Financial, and Management Case

Endorsement is sought for the whole programme referred to as the 'Preferred Programme'. However, the preferred programme includes more projects than are affordable within Councils 10-year funding envelope.

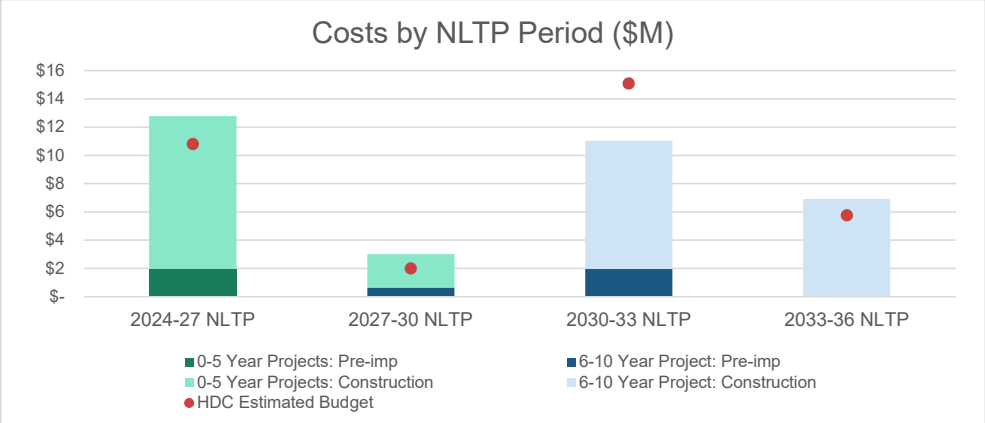
Council budgets are adjusted every three years as part of the long-term plan review cycle, ensuring that financial planning aligns with evolving community needs and priorities. Therefore, to support HDC and NZTA with forecast budgeting and prioritisation of projects within the Preferred Programme, a prioritised intervention list was developed. This aligns with HDCs current forecast budgeting of $34M for the 10-year period 2027-2038. A reoccurring review process will prompt the strategic and environmental context to be periodically revisited to determine the need to re-prioritise or re-programme opportunities and future interventions.

The PBC seeks endorsement for the Preferred Programme, and funding commitment is sought for prioritised interventions programmed within the first 10-years.

The Preferred Programme will be delivered incrementally in three-year delivery cycles (or tranches), to align with NLTP funding timeframes. The investigations funding (business case and optioneering) is sought only for the projects identified for delivery within the first 1–5-years for this NLTP period. It is expected that these projects would be delivered within the following NLTP period (years 4 - 6, Tranche 2).



Estimated cumulative programme cost of the Preferred Programme – Prioritised Interventions in the first 10 years are shown below, with the red dots showing HDCs current estimated forecast. Based on the prioritisation, there is a slight deficit in costs in Tranches 1, 2 and 4 and an underspend in Tranche 3. Overall, the difference is a deficit of $800K. This information is intended to give HDC a more informed understanding in preparation for the LTP funding review in 2027.



Programme cost timeline with NLTP

A top down approach to economic evaluation of the Preferred Programme was adopted. The Preferred Programme achieves a BCR of 1.3. Prioritising the list to achieve a cost that is affordable within the HDCs current 10 year budget of $34M gives an indicative BCR of 1.7. The projects that fall outside of these prioritised interventions are still required as part of the preferred programme, in order to meet the programme's strategic objectives and vision for the District.

Before NLTF may be released to HDC for delivery of the preferred programme, the NZTA board must consider and endorse this PBC. It has been assumed that NZTA's contribution will be in accordance with its Funding Assistance Rate (FAR) policy which would see a contribution of 61% of the total costs. If the NZTA board do not approve funding for the preferred programme, HDC will instead deliver the Do Minimum programme using LCLR funding. The Do Minimum Programme is not expected to be sufficient to appropriately respond to the travel demand and travel pattern changes anticipated in Horowhenua over the coming decade.

Next Steps

The next steps for delivering the preferred programme as outlined in this PBC are:

- Obtain endorsement for the PBC and the preferred programme from HDC
- Obtain endorsement of the business case from NZ Transport Agency, including entering the projects and associated costs into the Transport Investment Online (TIO) portal.
- HDC will plan the first three years of work and develop:
    - A delivery strategy
    - A procurement strategy
    - A programme plan
    - A communications and engagement plan
- After completing these tasks and confirming funding, HDC will set up the necessary resources to start delivering the first phase of the preferred programme and begin measuring its performance and reporting this to the CPDSG.

Part A – The Strategic Case

1 INTRODUCTION

1.1 Overview

This Programme Business Case (PBC) is focused on upgrading to the local transport network in Horowhenua District in the next 10+ years.

The preferred programme has been developed to address existing issues on the network, support growth and compliment the changes to the strategic transport network.

Overall, this PBC seeks to deliver the vision for the Horowhenua District by creating a safe and accessible integrated transport network throughout the region. This PBC has been developed by Horowhenua District Council (HDC) in consultation with NZ Transport Agency Waka Kotahi (NZ Transport Agency) who are a funding partner.

The Horowhenua District covers an area of 1,063km^2. The district sits inside the wider Manawatu-Whanganui region. Most of the District's population is located in Levin, with other key centres including Foxton Beach, Foxton, Shannon and Manakau. The district is bordered by the Tasman Sea to the west, the Tararua Ranges to the east, Palmerston North to the north, and Kāpiti Coast District to the south.

The main centres throughout the Horowhenua District are shown in Figure 1.

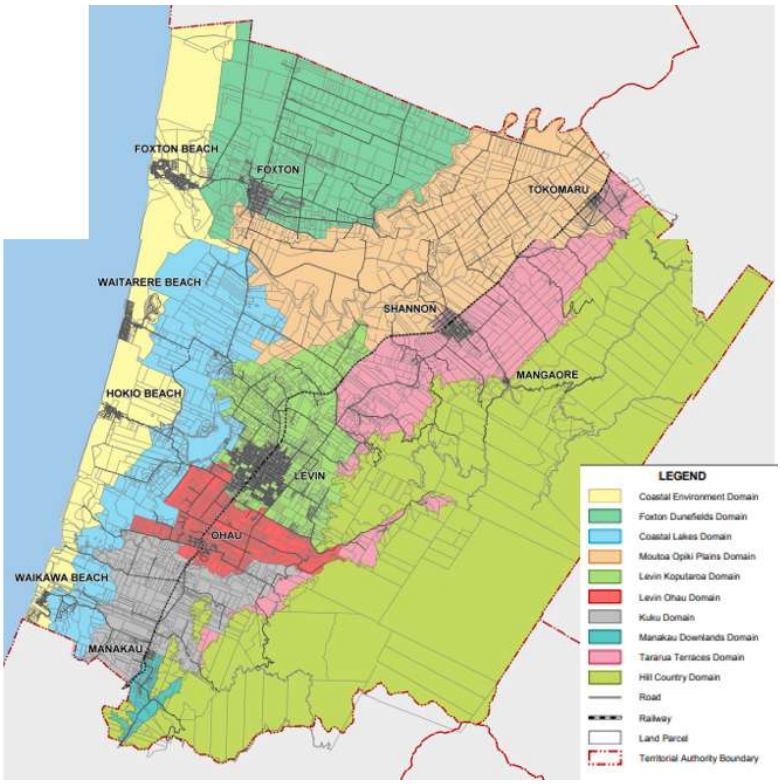


Figure 1. Horowhenua District (Source: Horowhenua District Plan, 2015)

Key characteristics of the district[1] are summarised in Figure 2.

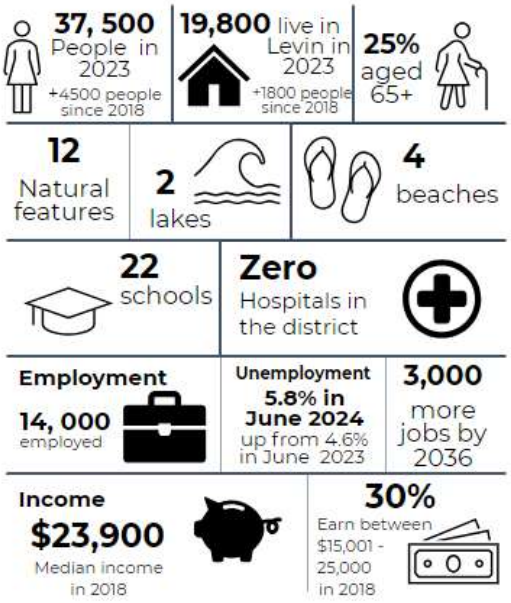


Figure 2. Key Characteristics of the Horowhenua District.

The key characteristics for Horowhenua District indicate that:

- The majority of people live in Levin;
- There is an ageing population with limited access to medical facilities; and
- Median annual income is circa $40,000 lower than the median annual income for New Zealand as a whole.

Notable changes are set to occur in Horowhenua District within the next 10+ years, including:

- Population is forecast to increase from 36,000 (March 2023) to 62,000+ people by 2041, resulting in 11,000 new houses being built in the district[2]
- Ōtaki to North Levin (Ō2NL) transport corridor, planned completion in 2029/2030[3]
- State Highway Revocations, planned 2029/2030[4]

Figure 3 shows the proposed Ō2NL alignment and revocation state highways.

[1] NZ Status 2023 data
[2] Horowhenua District Council (2022). Horowhenua Growth Strategy 2040 (2022 update).
[3] The Ō2NL project is part of the wider New Zealand Upgrade Programme (NZUP), led by NZ Transport Agency (Waka Kotahi).
[4] The O2NL PBC is currently seeking endorsement and outlines the revocation process. However, local transport improvements surrounding the State Highways are excluded from this work

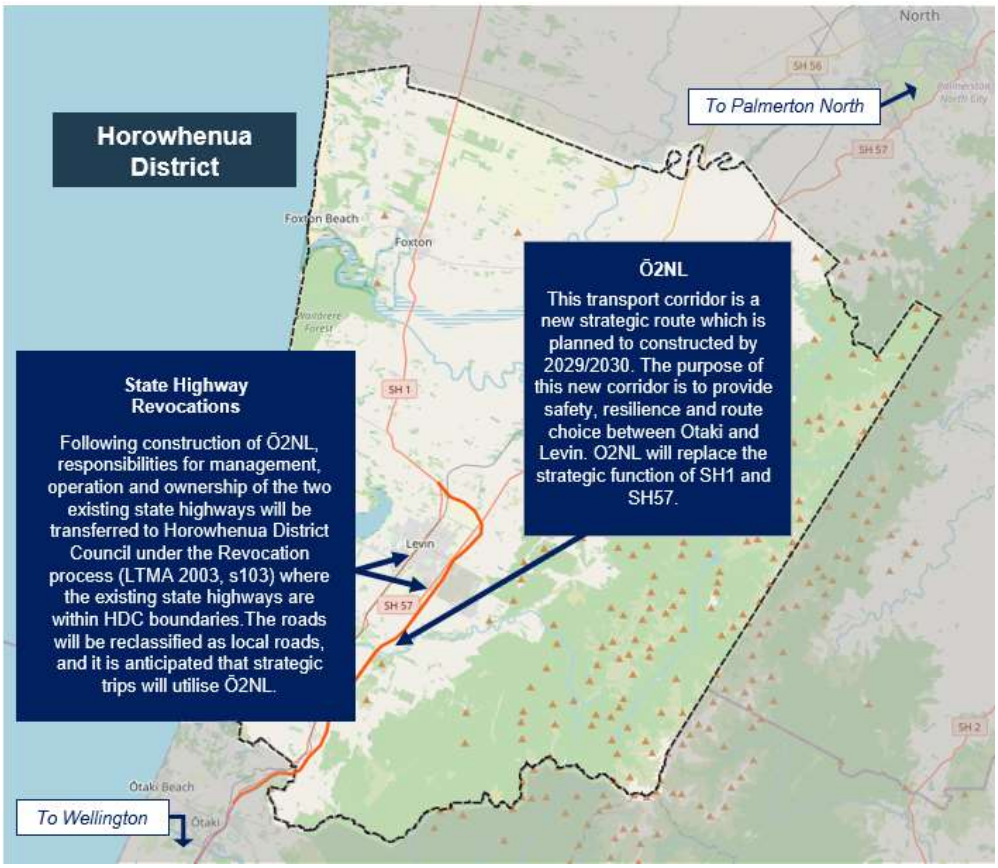


Figure 3. Major network changes to the Horowhenua District within the next 10 years.

The opening of the Ō2NL regional state highway in 2029 will mean that the predominant movement within the district is transposed to an east-west orientation from the current north-south orientation. This will result in increased traffic and a change in function of the some of the local road corridors. The form of these local roads are not appropriate for their future function. Subsequently the existing SH1 running north-south and SH57 running north-south on the eastern side of Levin, which will be duplicated Ō2NL, will be revoked to a local road, changing its function within the local road network.

Hence, the local transport system must be developed to cater to this growth and to changes in travel patterns, creating an urban environment which is well connected and provides transport choice as sought throughout Horowhenua.

These changes to the strategic transport network drive the need to invest in the local road network to ensure that it is fit for purpose, given the change travel patterns, and is appropriately integrated national transport network.

Further information about these anticipated changes is provided in **Appendix A**.

2 DEFINING THE PROBLEM / OPPORTUNITY

An Investment Logic Mapping (ILM) workshop was held on 13th December 2022[5] with HDC, Horizons Regional Council (HRC) and NZ Transport Agency. During this workshop, participants issues expected to worsen after the changes planned over the next ten years.

- **Problem One: Lack of Appropriate Infrastructure for Mode Choice**
  Lack of appropriate infrastructure for mode choice (including rail crossings) is increasing inequity and disadvantaging sectors[6] of our community (50%)

- **Problem Two: Future Increases in Traffic on Local Roads**
  Future increases in traffic on local roads will reduce travel time reliability and increase the number of crashes (30%)

- **Problem Three: Strategic Road and Rail Crossings are Limiting Access**
  Road and rail corridors are severing the community and limiting access to social and economic opportunities (20%)

The ILM outlines the links and weightings for the problems and associated benefits, as shown in **Appendix B**.

The following sections provide a summary of the evidence and implications of the agreed problems.

2.1 Problem 1 - Lack of Appropriate Infrastructure for Mode Choice

"Lack of appropriate infrastructure for mode choice (including rail crossings) is increasing inequity and disadvantaging sectors of our community."

2.1.1 Problem 1 – Evidence

Figure 4 provides a summary of the evidence for Problem 1. Refer to Appendix A for more information.

[5] Note the project was put on hold between July 2022 – May 2024. The problems were reviewed and wording updated in Q1 of 2024 based on discussions with the PSG.
[6] i.e. youth, aging, economically disadvantaged members of the community

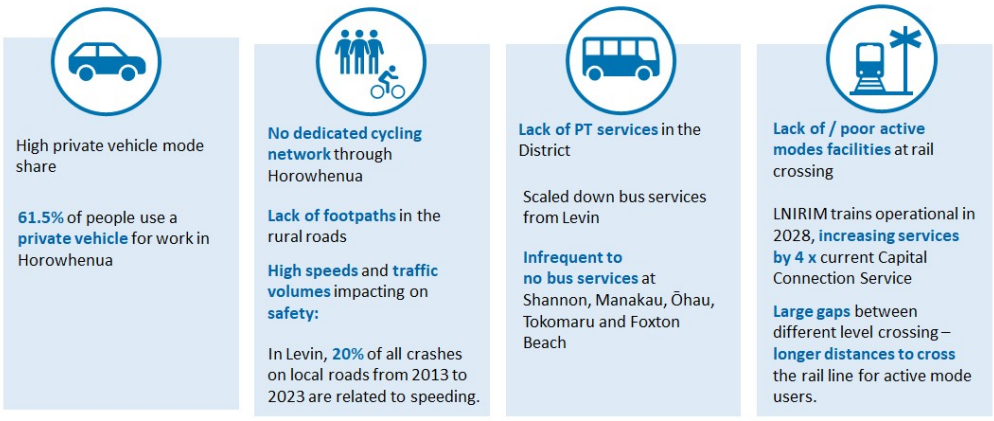


Figure 4: Problem 1 Summary of Evidence

2.1.2 Problem 1 – Implications of the Evidence

A lack of travel choice leads to poor accessibility for a range of demographics. Community severance will worsen with the lack of access to key destinations for those not travelling in private vehicles, particularly for vulnerable groups who need access and support. This can result in negative effects on physical health and social cohesion, particularly in relation to socially disadvantaged communities and an ageing population. Furthermore, greater carbon emission increases from private car dependency and increases in this over time have implications to sections of the community.

Inequity will continue to increase in Horowhenua if the current status quo remains as many key destinations such as healthcare, education, shops and employment areas are mostly accessed via private vehicles only.

2.2 Problem 2 - Future Increases in Traffic on Local Roads

"Future increases in traffic on local roads will reduce travel time reliability and increase the number of crashes."

2.2.1 Problem 2 – Evidence

Figure 5 provides a summary of the evidence for Problem 2. Refer to Appendix A for more information.

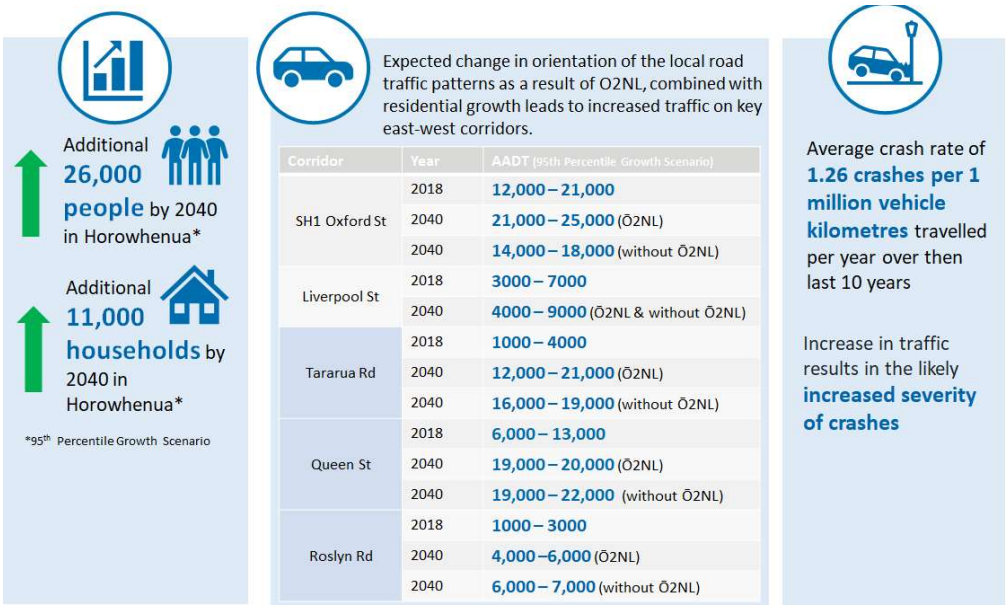


Figure 5: Problem 2 Summary of Evidence

2.2.2 Problem 2 – Implications of the Evidence

Overall, it is evident that the local road network may experience greater traffic volumes over time due to several drivers in the district including Ō2NL and housing developments. The east-west corridors within Levin between the soon to be revoked state highway Oxford Street and Ō2NL are not currently designed to accommodate the expected increase in traffic.

Without any intervention, population increase will compound the car dependency issue outlined in **Problem Statement One.** It is reasonable to expect that more traffic reduces the travel time reliability and efficiency of the network, whilst increasing safety risk due to higher exposure, driver frustration and drivers choosing alternative routes that are not suitable for higher volumes of traffic (i.e. low volume residential roads) and hence may increase the travel speeds on alternative routes[7].

Overall, with the projected increase in traffic and without any intervention, the number of crashes are likely to worsen resulting in an unsafe environment for all road users in the Horowhenua District.

[7] No travel time reliability analysis has been undertaken in detail however it is reasonable to expect that with an increase in traffic, travel time will increase due to congestion. Traffic volumes have been extracted from the supplied O2NL model and a network model is outside the scope of this project.

2.3 Problem 3 - Strategic Road and Rail Corridors are Limiting Access

"Road and rail corridors are severing the community and limiting access to social and economic opportunities."

2.3.1 Problem 3 – Evidence

Figure 6 provides a summary of the evidence for Problem 3. Refer to Appendix A for more information.

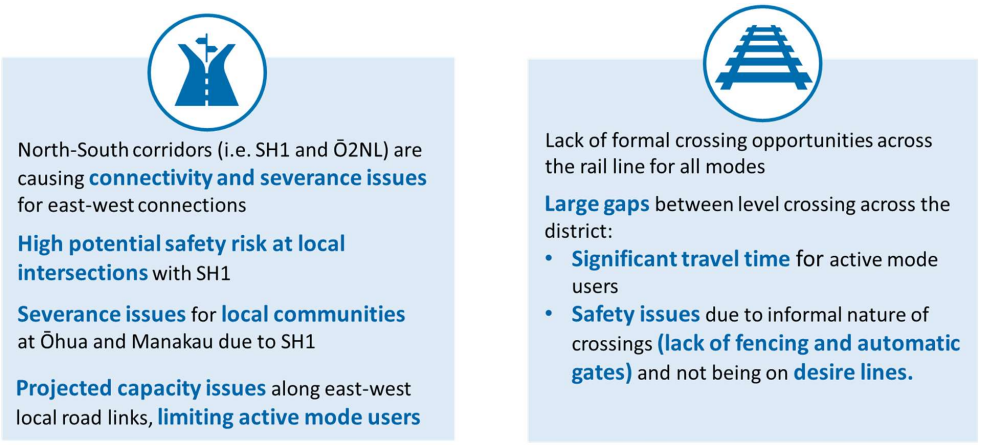


Figure 6: Problem 3 Evidence

2.3.2 Problem 3 – Implications of the Evidence

East-west connections across the district are restricted by the north-south rail line and existing SH1. This leads to restricted social and economic opportunities by affecting people's access to key destinations and amenities, including schools, work, community facilities, supermarkets, healthcare, and public or community facilities.

The impacts of car dependency explained in **Problem Statement One** are compounded by the impacts of a segregated roading network by the rail line. If east-west connections are restrictive, particularly to those most vulnerable, pedestrian and cyclist movements will become less desirable. As a result, those who rely on non-private vehicle movements will be restricted to amenities, causing wider social segregation.

Without improvements to the road and rail corridors to provide safe and direct connectivity for east-west movements (for active modes), there are likely to be lost opportunities to provide greater travel options, minimise community severance, and maximise accessibility to social opportunities. Similarly, there may be lost economic opportunities for the transport network to effectively support freight demand.

3 STRATEGIC CONTEXT

The proposed transport investments strongly align with strategic direction from national, regional and district levels and will deliver the outcomes sought by these strategies in the context of Horowhenua:

- Strong alignment with the strategic priorities identified in the Government Policy Statement of Land Transport 2024-34 (GPS 2024).
  - Transport Improvements required for economic growth and productivity
  - Safety improvements of transport infrastructure
  - Prioritisation of transport improvements that deliver value for money benefits
- Strong alignment with the objectives of HRC 2021-2031 Long Term Plan (RLTP) as this business case was ranked as the second highest priority in the RLTP under the name “Local road upgrades relating to Otaki to north of Levin highway upgrades.”
- Strong alignment to the emissions action plans identified through the Manawatū-Whanganui Climate Change Action Plan and the Government Emissions Reduction Plan (2022 – 2025).
- Strong alignment to the Horowhenua District strategies, including
  - Horowhenua Long Term Plan 2024-2044 (LTP),
  - Horowhenua Growth Strategy 2040 (updated 2022),
  - Horowhenua Infrastructure Strategy 2024-2044,
  - Horowhenua Land Transport Activity Management Plan 2024, and
  - Horowhenua Shared Pathways Strategy 2016

This programme business case supports the response to the growth planned in the Horowhenua District Plan and Proposed Plan Changes. More details on these strategic documents are provided in Appendix C – Policy Framework and Roles and Responsibilities.

The District Plan anticipates significant growth in the Horowhenua district which will require appropriate transport improvements to be made in an integrated manner. Expected changes in the local transport network are largely due to:

- Population Growth: Tara-Ika, Waitārere Beach, Foxton Beach, Urban Growth, Intensification
- Otaki to North of Levin Expressway (Ō2NL)
- Revocation of existing SH1 and SH57 that are bypassed by Otaki to North of Levin Expressway

There is an urgent need to address the problems with the local road network. Any changes that respond to these issues will ideally be complete before the opening of Ō2NL in 2029.

Figure 7 shows the timeline of key milestones for the Project from Point of Entry through to Implementation.

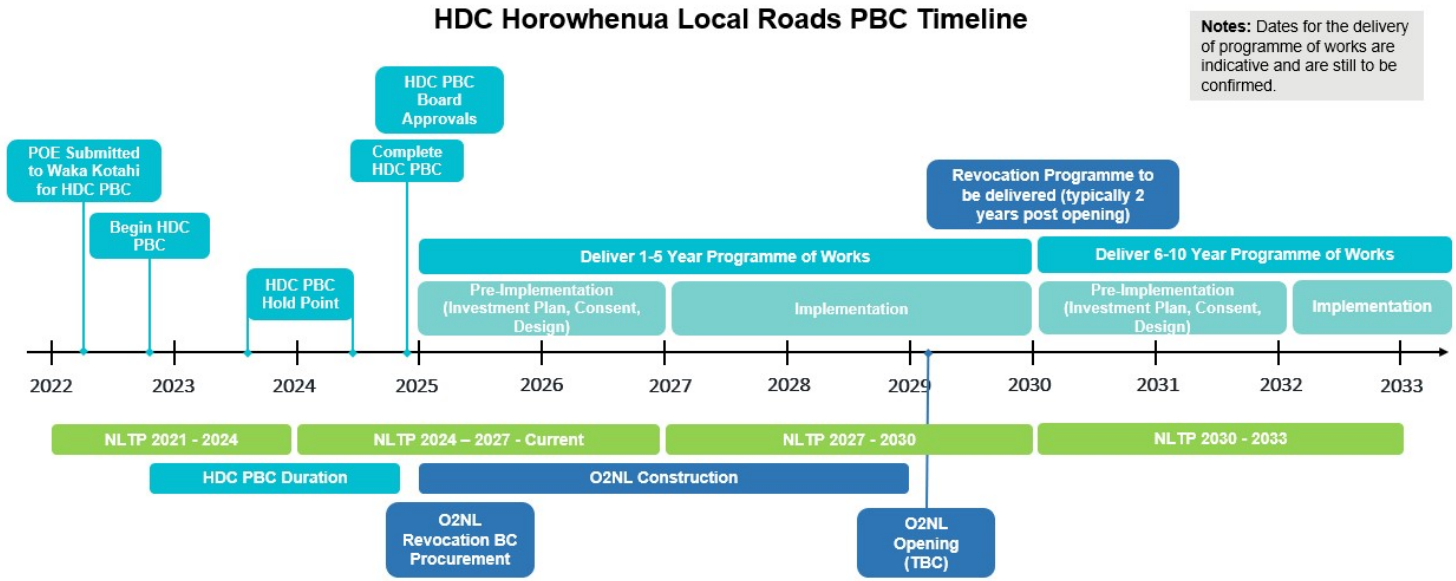


Figure 7: Timeline of key milestones for the Project

4 ORGANISATIONAL OVERVIEW

This section outlines the key partners to the business case who will have a responsibility for delivering on the investment and explains the approach adopted for identifying key stakeholders who have an interest in the expected outcomes or can influence the investment proposal.

The preferred programme of works will be delivered by HDC and has been developed under the guidance of a Project Steering Group (PSG). The PSG included representatives from:

- HDC as programme owner
- NZ Transport Agency as funding partner
- Horizons as owner of regional (transport) policy and public transport operator

The inter-relationship of these organisations and other key stakeholders are summarised in Figure 8. Detailed descriptions of their roles and responsibilities are provided in Appendix C - Policy Framework and Roles and Responsibilities.

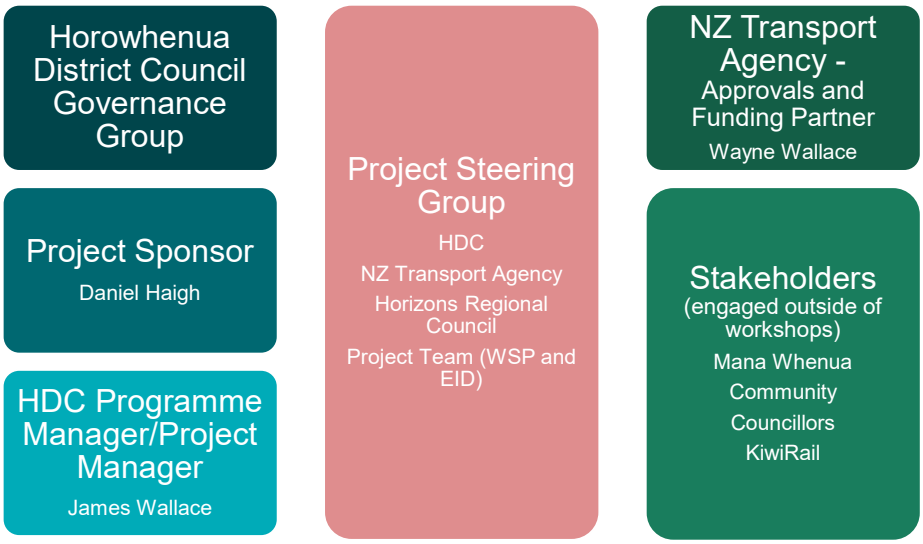


Figure 8: Inter-relationship of partners for the project

5 CASE FOR CHANGE

5.1 Benefits

Benefits and associated Key Performance Indicators (KPIs) were identified during the 13 December 2022 ILM workshop, summarised in Section 3. The ILM outlines the line of sight between the problems and benefits, and is included in **Appendix B**.

Table 5-1 outlines the potential benefits, KPIs, measures and baseline for measurement. These have been mapped against the NZ Transport Agency Land Transport Benefits Framework and Management Approach (August 2020)[8].

Table 5-1: Benefits, KPIs and measures

Investment Benefit	Measure (KPI)	Measure	Baseline
Improved Safety (20%)	KPI1: Number of road crashes (by severity)	1.1.3 Deaths and serious injuries (DSIs)	Horowhenua District DSIs 2019-2023 • 29 Fatal Crashes • 115 Serious Injury Crashes
	KPI2: Personal Risk (crash rate)	1.2.3 Travel speed gap	Anecdotal evidence from HDC council officers suggest high traffic volumes with speeds inappropriate to accommodate walking and cycling For active mode users, where there is no separation for cyclists from the main traffic stream, they are exposed to vehicle speeds beyond the safe system speed of 30 km/h, meaning increased severity of crashes.
		1.1.4 Personal risk (crash rate)	1.26 crashes per 1 million vehicle kilometres travelled per year[9]
Better Access (60%)	KPI1: active mode share	3.1.1 Physical health benefits from active modes	Low active mode share, with high levels of car dependency, results in limited physical health benefits. 3400 Active Mode users (travel to education and work trips, Census Data)
		8.1.2 Mode shift from single occupancy private vehicle	Travel to work mode share: • 74% Travel by private vehicle • 6.4% Active Mode • 1% Public Transport
	KPI2: spatial coverage – PT and cycling facilities	10.2.3 Spatial coverage – cycle lanes & paths	No dedicated cycle network throughout the district
	KPI3: travel time reliability – all modes	10.1.9 Travel time – average travel time in minutes	• Queen St East- SH1 to SH57: 4-minutes morning peak by car
Improved Amenity in Townships (20%)	KPI1: improved access to social and economic opportunities	5.2.6 Access to key economic destinations (all modes)	Population living within 15-minutes (cycle), 30-minutes (drive), and 45-minutes (PT) of Levin[10]: **Levin:** 6000 (15min), 20700 (30min), 13700 (45min, based on PT routes) **Foxton:** 1590 (15min), 30400 (30min), 10900 (45min, based on PT routes)

[8] Note this is based on the previous GPS (2021-2024)
[9] Based on Waka Kotahi Open Data for VKT for Horowhenua District and Crash Analysis System results between 2012- 2022.
[10] Based on travel time by mode from Google, and Commuter Waka Statistical Areas

Investment Benefit	Measure (KPI)	Measure	Baseline
			Shannon: 1300 (15min), 35700 (30min), 8000 (45min, based on PT routes)
	KPI2: Perceived ease of walking and cycling	2.1.1 Access (perception of safety and ease of walking and cycling)	Anecdotal evidence from HDC council officers suggest walking and cycling is perceived as unsafe due to: • Lack of a continuous and connected network • High traffic volumes with speeds inappropriate to accommodate walking and cycling • Insufficient crossing opportunities
		10.1.2 Pedestrian delay	Travel time delay is experienced by pedestrians waiting at intersections / rail crossings. Key north-south corridors and rail corridor have limited crossing opportunities. Rail crossings can be up to 1km apart from each other. 500m to access a crossing on foot can add approximately 10-minutes to walking time.

5.2 Investment Objectives and Critical Success Factors

Investment objectives are derived from the agreed problems and the benefits identified with workshop participants and through subsequent discussions with Horowhenua District Councillors.

The PSG identified and agreed on the following investment objectives as set out in Table 5-2 below.

Table 5-2: PBC Investment Objectives

Theme	Investment Objective
Safety	Improve safety for all modes by reducing deaths and serious injuries on key corridors 5 years post opening of Ō2NL by 30% on key corridors.
Safety	Reduce/maintain personal risk 5 years post opening of Ō2NL on key corridors.
Access	Increase the proportion of road length within key corridors to town centres that • Safe to cycle on from 0% to 60% by 2040 • Have adequate footpath provision from30% to 80% by 2040
Travel Time Reliability	Maintain travel reliability (all modes) on key corridors 5 years post opening of Ō2NL
Improvement Amenity in Townships	Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic from 10% to 12% by 2040.

These investment objectives are the primary reason for progressing the programme and have also been used to test the appropriateness of alternative programme options. The investment objectives are measured through the KPIs, measures and benefits summarised in Section 4.

5.3 Key Constraints, Dependencies and Assumptions

The proposal is subject to the following constraints, dependencies, and assumptions as outlined in Table 5-3. Management strategies and registers have been developed to record management of these and they will be carefully monitored and managed during the programme.

Table 5-3: Key constraints, dependencies and assumptions

	Constraints	Notes
C1	Funding opportunities	Funding available through the Horowhenua Long Term Plan 2021-2041 is limited. It is assumed there will be an NLTP subsidy. It is noted that the proposed investment will strongly align with the objectives of HRC's 2021-2031 Long Term Plan, which has a second highest priority ranking in the RLTP for 'local road upgrades relating to Ōtaki to north of Levin highway upgrades. However, there is a risk of a funding shortfall to implement the Programme within the desired timeframe. Discussions with NZ Transport Agency (Waka Kotahi) will assist with identifying opportunities for alternative (non NLTF) funding sources or any potential developer funding.
C2	Capacity to deliver	Time constraints and resource availability for HDC staff may limit the speed or number of projects which can be implemented. This Programme will be prioritised to mitigate delivery constraints where possible, noting that the full benefits may not be realised without the full Programme implementation. These plans will be further addressed through the commercial and management case of this PBC.
	Dependencies	**Notes and management strategies**
D1	Ō2NL	Ō2NL is expected to be constructed by 2029/2030. It is recommended that this programme is prioritised, with some components to align with being required once Ō2NL is in place. Should delay occur for Ō2NL, components of this projects may also be subject to delay. Interfaces between component of the PBC and Ō2NL need to be monitored throughout the lifecycle of both programmes.
D2	State Highway Revocations	Responsibility for managing and maintaining sections of SH1 and SH57 is set to be transferred to HDC from NZ Transport Agency (Waka Kotahi) after the delivery of Ō2NL. Timings for this and the anticipated changes to these portions of the network will need to align with any changes to the local network. The intention with revocations is to "*ensure that the former state highway is fit for its new purpose at handover."* That is, to *"provide a similar level of service to other roads with the same function in the local network and that the road is safe despite its change in function."*[11] Whilst specific changes are not confirmed, previous discussions have focussed on • Rural section of existing SH1 – cost of maintaining central median barriers • Residual life of bridges and large civil structures and cost associated with these • Level of service for stormwater assets and flooding risk • Urban areas – addressing severance created by the SH, improved ped crossing, non-motorised users The Revocation PBC was completed 2022. NZTA are initiating a DBC or Investment Case to confirm the activities necessary to transfer fit for purpose

[11] NZ Transport Agency Revocation Policy (Sept 2021)

		corridors at the time of revocation. This DBC or IC is expected to be undertaken between 2025 and 2027.
D3	Mode shift targets	Horowhenua VKT targets[12] can be achieved through a combination of mode shift initiatives beyond the scope of this PBC. To realise maximum VKT reductions for the district, opportunities to align with complimentary projects outside of this Programme's scope should be considered.
	Assumptions	**Notes and management strategies**
A1	Anticipated Growth	Growth is projected to increase to 26,000+ more people by 2040 living in the Horowhenua District, noting that predictions slightly alter between Census data and Sense Partners data. In addition, housing growth and pricing remains uncertain, with the Horowhenua District seeing an all-time high of circa $680k[13] in 2022, prior to reducing by 14% to circa $582k in 2023. Given the economic uncertainties both nationally and District-wide, there is uncertainty around the rate of change of housing demand in the future.
A2	Timing of implementation	Two key drivers for the timing of implementation are the opening of Ō2NL (expected to be 2029/2030) and housing growth. Both have a significant impact on the traffic volumes on the network (particularly east-west roads) and hence determine the timing of specific projects to be implemented to ensure the network operates to acceptable standard. The implications of Ō2NL and Housing will be considered during identification of the preferred programme. These influences will also influence the recommended scheduling and programming for the preferred programme.

5.4 Case for Change Summary

Investment in the local transport network in Horowhenua needs to start now. The opening of the Ō2NL regional state highway in 2029 will mean that the predominant movement within the district is transposed to an east-west orientation from the current north-south orientation. In addition, population growth in the region is expected to increase from 33,000 to 62,000+ people by 2041, further increasing expected future traffic volumes. These changes to the strategic transport network drive the need to invest in the local road network to ensure that it is fit for purpose, given the change travel patterns, and is appropriately integrated with the national transport network.

Without improvements to the road and rail corridors to provide safe and direct connectivity for east-west movements (for active modes), there are likely to be lost opportunities to provide greater travel options, minimise community severance, and maximise accessibility to social opportunities. Similarly, there may be lost economic opportunities for the transport network to effectively support freight demand.

[12] HDC are working with Horizons Regional Council and other territorial authorities in Horowhenua and nationally to plan how to respond to climate change and what role and actions HDC can take to support the transition to a sustainable regional economy.
[13] https://www.qv.co.nz/price-index/

Part B: Option Development

6 ECONOMIC CASE

This section describes the process that was used to identify the preferred programme. It covers the following:

- Establishment of the Do Minimum
- Programme development, assessment and selection process
- Assessment of the preferred programme, and
- Overall outcomes of the preferred programme.

Figure 9 shows the optioneering process.

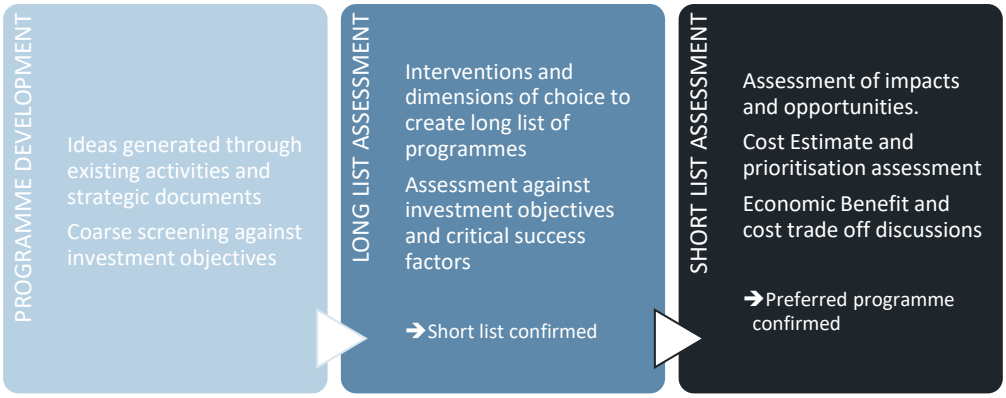


Figure 9: Optioneering Process Outline

The following information was generated to enable decision makers to choose a preferred programme:

- The degree to which the programme aligns to the investment objectives
- Affordability and value for money
- Impacts and opportunities
- Cost and benefit envelopes
- Staging and prioritisation

6.1 MCA Framework

Table 6-1 below shows the MCA framework and criteria used to compare programme options.

The MCA is widely accepted as a formal method to assist in presenting a range of competing information, in a clear and logical manner, and ultimately assists in identifying what is favourable and unfavourable about a particular option so a decision can be made about ranking any preferred option. Each criterion was scored using a 7-point scale (-3 to +3).

Table 6-1: MCA Criteria - Long List to Short List Assessment

	Criteria	Included in Long List Assessment	Included in Short List Assessment
Investment objective (50%)	**Safety**: Improve Safety for all modes - reduce DSI	Yes	Yes
	Safety: Reduce/maintain personal risk		
	Access: Increase the proportion of road length within key corridors to town centres that are safe to cycle on and have adequate footpath provision		
	Travel Time Reliability: Maintain travel reliability on key corridors		
	Improvement Amenity in Townships: Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic		
Critical Success Factor (50%)	**Strategic Alignment**: - township realignment - supporting economic development strategy - GPS Alignment - HRC RLTP Alignment	Yes	Yes
	Value for Money: Consideration of the balance between costs and benefits, usually through cost–benefit analysis	Yes	Yes
Impacts and Opportunities	**Traffic and Transport – Ease of Constructability:** understanding the level of complexity, technical risks or practical considerations	No	Yes
	Social and Cultural Impacts: considers what community groups are disadvantaged and how the proposed changes could affect the community - transport infrastructure, population, employment and land use changes. Also how the programme changes the mobility needs and behaviours of the community.		
	Environmental Effects: Considers planning approvals, environmental effects and sustainability. Identifies if any projects would trigger resource consents		
	Degree of resilience on Revocation works or other projects: How dependent is this programme on the revocation works or other projects outside of the PBC scope? What is the degree of reliance: critical dependency vs supports / complements the programme.		

6.2 Affordability

Affordability is defined as the ability to fund the cost of programme option. It considers the whole of life costs and funding requirements and takes into account all potential funding sources, risks and uncertainties. Affordability has been identified as a critical success factor for the programme and considered in all phases of the programme option development.

HDC have advised that the indicative 2024 Long Term Plan budget (including NZ Transport Agency's subsidy contribution[14]) for the delivery of the preferred programme is $34M from 2027 - 2038. This amount has been broken down into two timeframes:

- Pre-opening of Ō2NL: $11M to deliver projects that are critical to the pre-opening of Ō2NL in 2029.
- Post opening of Ō2NL: $23M for the remaining programme of works.

Council forecast budgets are adjusted every three years as part of the long-term plan review cycle, ensuring that financial planning aligns with evolving community needs and priorities. The current LTP budget is based on the Councils debt-to-revenue ratio and other forecasted programme budgets.

aAffordability as not been scored as part of the MCA, but forms part of the decision-making process to select a preferred programme. It forms part of the benefit and cost trade of discussions and provides stakeholders with the choice between options.

6.3 Do Minimum Programme

The Do Minimum is the minimum level of expenditure required to maintain a minimum level of service. The Do Minimum Programme is based on activities that are already committed and funded by Horowhenua District for the next three years and projects considered to be business as usual to maintain the status quo. This includes baseline safety, cycling, resilience, pedestrian, maintenance and road improvement projects. Projects are generally small in nature and the quantity of work that is delivered depends on the available budget allocated within the financial year[15]. The Do Minimum Programme assumptions can be shown in Table 6-2[16].

Table 6-2: Do Minimum Programme Assumptions

Do Minimum Programme Inclusions vs Exclusions	
Inclusions	• Activities delivered by third parties, which have a high level of confidence (including Ō2NL, HRC's Regional Public Transport Plan, NZ Transport Agency's State Highway Improvement Plan). • Activities currently planned in HDC's Maintenance, Operations and Renewals programme[17]. • Activities currently planned in HDC's Low-Cost, Low-Risk (LCLR) improvements programmes. • Other relevant activities included in HDC's 2024 Long Term Plan. • Business As Usual (BAU) HDC transport planning activities.
Exclusions	• Ō2NL revocation works (this is being delivered by NZ Transport Agency through a separate business case and is it currently unknown what the preferred package of work will be delivered through project). • Any identified HDC activities which are undeliverable through Maintenance, Operations and Renewals or the LCLR programmes

[14] Funding Assistance Rate (FAR) policy which would see a contribution of 61% for HDC of the total costs
[15] Typically, funded through the HDC LTP with co-funding and approval from the NZTA.
[16] Do minimum was updated following the final release of the 2024 GPS and the NLTP funding, which confirmed what activities will and will not be co-funded for HDC. Projects not funded, were therefore moved into the programme package of work.
[17] HDC have established and agreed a budget for a "business as usual" programme to the value of $3m per year. Without NZ Transport Agency funding, there is a budget shortfall of approximately $1.5m per year which means that Council will deliver at a slower rate.

6.4 Long List Assessment



Figure 10: Long List Programme Identification Process

6.4.1 Programme development

The Long List was identified through a five-step process as described below and shown in Figure 10.

1. Long List ideas were generated through a workshop held in May 2023 with the PSG. Existing projects and relevant strategies were reviewed as part of generating ideas.

2. An Early Assessment Sifting Tool (EAST) was used to remove any long list ideas that did not align with the project problem/opportunity statement or the investment objectives.

3. A list of intervention categories was defined based on the investment objectives and Long List themes. These are:

    a. Infrastructure intersections
    b. Infrastructure corridor
    c. Education, enforcement, engagement
    d. Speed management
    e. Mode specific interventions (public transport (road and rail), active modes)
    f. Rail infrastructure specific measures
    g. Policy and planning.

4. Alternative Programme Philosophies were identified and used as the basis for forming the different programme options. Long list interventions were then assigned to the different programme The main differences between the programmes were:

    h. the emphasis placed on the different investment objective(s)
    i. The intervention category / response type (Step 3)
    j. The Level of impact or effectiveness (high level consideration of cost, benefits, and impacts)
    k. Geographical spread of projects – urban verses district wide activities.

The PSG agreed to four alternative programmes as shown in Table 6-3. These programmes were shared with NZ Transport Agency and HRC Officers in advance of the Long List to Short List Workshop held in July 2024.

A high-level summary of what differentiates each programme, and their key projects (but not limited to those listed) is provided in Table 6-3, with further detail found in Appendix D.

Table 6-3 Long List of Programmes - Summary

Do-Minimum	Programme 1	Programme 2	Programme 3	Programme 4
BAU	**Safety Focussed**	**Access & Better Connectivity**	**Levin Focussed**	**District Focussed**
HDC minor improvement programme and transport planning **Activities that are already planned in the next 3 years, including:** ■ Ō2NL ■ Planned maintenance to ensure transport network is fit for purpose ■ Measures involving policy, strategy and planning ■ Excludes revocation work	Focussing investment on areas that achieve the greatest safety benefits – speed management and high-risk areas **Key Projects Include:** ■ Transformational high risk infrastructure projects ■ Key intersections with revoked SH1 and SH57 ■ Corridor impacts of traffic growth with Ō2NL ■ Improving rail safety at critical locations ■ Safer walking and cycling, particularly to/from beaches and key east-west corridors	Focussing investment on enhancing the ability for people to get to places **Key Projects Include:** ■ Critical safety projects ■ Improved east-west connections to accommodate the increase in traffic and cater for all modes. ■ Safer walking and cycling corridor improvements ■ Resilient access for rural communities ■ Levin Town Centre amenity improvements	Focussing investment on areas of higher population density. Levin focussed with district wide safety improvements at critical locations **Key Projects Include:** ■ Behavioural change projects ■ Intersection improvements along revoked SH1 and key routes to beaches ■ Rail crossings 'blackspots' primarily in Levin ■ Levin Town Centre accessibility / transport hub improvement	Distributing investment across the district to enable better connections, with critical safety improvement in urban centres. Everyone gets some benefit, with no major activity investment **Key Projects Include:** ■ Infrastructure projects to enhance freight across district ■ Safer intersection improvements in the wider district ■ Active mode connections to recreational areas ■ Improved east-west connections to accommodate the increase in traffic

6.4.2 Long List Assessment

A Long List to Short List Workshop was held on the 25th of July 2024 with HDC officers and the PSG. The objective was to identify and confirm the programmes that should not be considered further. Table 6-4 shows the MCA scores based on the assessment.

Table 6-4: MCA Results for the Long List Assessment

Criteria		Do Minimum	Programme 1	Programme 2	Programme 3	Programme 4
Investment Objective	Improve Safety for all modes by reducing DSI	0	3	2	2	2
	Reduce/maintain personal risk	0	3	2	3	2
	Increase the proportion active mode facilities based on road length	0.5	2	3	1	2
	Maintain travel reliability on key corridors	0	1	2	3	2
	Improve amenity in townships	0.5	3	3	2	2
CSFs	Strategic Alignment	0	2	2.5	2.5	3
	Value for Money	1	0	1	2	2
Unweighted Scores		2	14	15.5	15.5	15
Rank		**5**	**4**	**1**	**1**	**3**

A subjective assessment of affordability of the programme options were considered based on the information known. Consideration of the scale of the projects, similar projects delivered over recent years and how collectively the programme costs aligned to the indicative HDC budget (refer to section 6.2). Cost Estimate Analysis will be undertaken on the short list programmes to understand the affordability of each in detail.

In summary:

- The do minimum has very low alignment to the investment objectives and despite it being considered the most affordable, it is not considered viable in terms of supporting the future growth in the district and anticipated changes resulting from Ō2NL. The do minimum was **discarded,** however remains as part of the optioneering process for comparative purposes only.
- Programme 1 scored well against the safety investment objectives and is expected to give high benefits from crash cost savings. However, with a number of major projects including high-cost transformative safety projects the group agreed that the programme was deemed to be unaffordable. Hence programme 1 was **discarded**. Some of these critical projects are also included in other programmes and hence safety projects as a whole are not discarded.
- Programme 2 scored well against the investment objectives and CSFs, particularly on enhancing access and connectivity for active mode users and strategic alignment. It was ranked first and therefore progressed into the short list assessment.
- Programmes 3 and 4 were scored similarly with slightly different priorities around freight, key east-west corridors within Levin and geographical spread of projects. Both programmes scored well and considered suitable for further consideration.
- Programmes 2, 3 and 4 were all considered affordable, however would need scope refinement and prioritisation assessment in the following stages.

Despite performing well, workshop participants and the PSG were not comfortable that either Programme 3 or 4 were appropriate in isolation. The primary concern was that a Levin focused programme (Programme 3) would miss addressing critical projects outside of Levin. A programme that spreads the investment across the district (Programme 4) would not sufficiently respond to the issues arising from the population growth and opening of Ō2NL. Hence, a hybrid *Programme 5: Balanced approach, District Wide* combining key elements of programme 3 with programme 4 was developed. Programme 5 was agreed to proceed into the short list optioneering, along with Programme 2. Figure 11 shows the relationship between Programme 5 with Programmes 3 and 4.

Sensitivity analysis of the weightings for the investment objectives and CSFs was undertaken during the workshop with the PSG. The group concluded that the choice of the short list was robust.

Discussion from the workshop and a more detailed analysis (including sensitivity testing) is included in Appendix D.

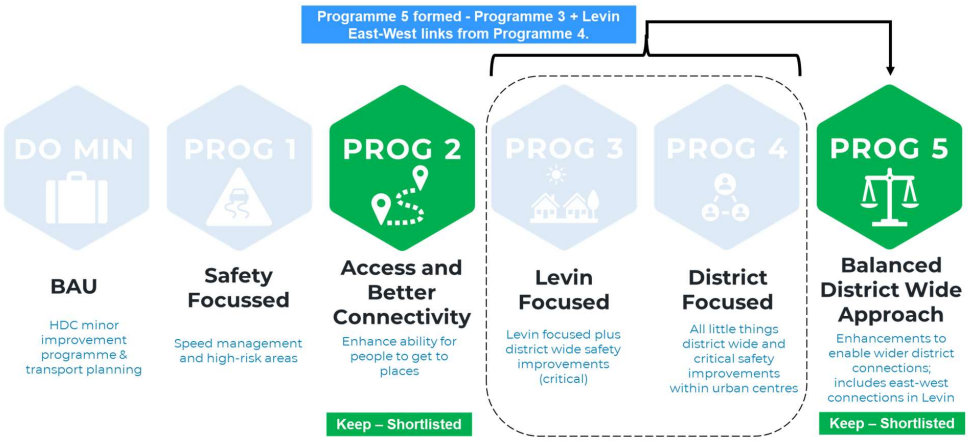


Figure 11: Formation of Programme 5 based on Programme 2 and 4

Table 6-5 is an MCA summary table that shows the relative performance of the two short listed programmes.

Table 6-5: Long List MCA of confirmed short list programmes

Criteria Type	Criteria	Programme 2	Programme 5
Investment Objectives	Improve Safety for all modes - reduce DSI	2	2
	Reduce/maintain personal risk	2	3
	Increase the proportion of road length within key corridors to town centres	3	2.5
	Maintain travel reliability on key corridors	2	2
	Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic	3	3
CSF	Strategic Alignment	2.5	3
	Value for Money	1	2.5

6.5 Short List Assessment

This section sets out the rationale behind selecting the Preferred Programme. Figure 12 shows the factors that influenced the recommended choice between the two programmes.

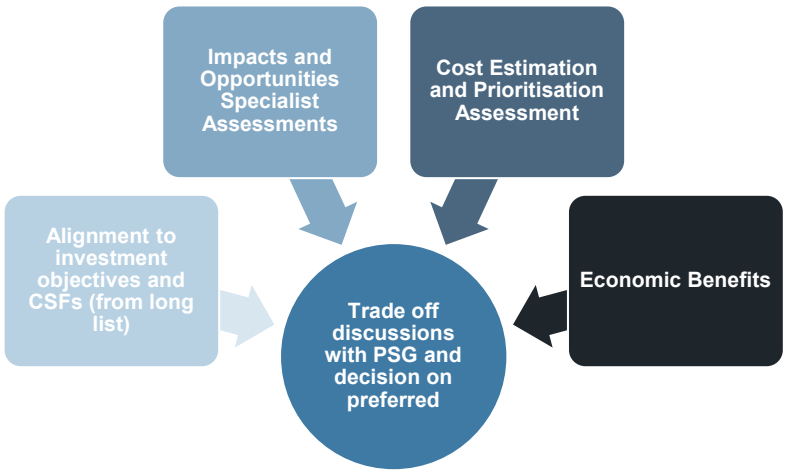


Figure 12: Short List Assessment Process

6.5.1 Short List Programmes

The two short listed programmes are outlined below.

Table 6-6: Description of short listed programmes

Short List Programme Name	Description	
Programme 2: Access and Better Connectivity	Focus is getting people to places to support economic growth and ability of getting people to places (work, school, community connections). Active modes focus is about these movements rather than recreational or mode shift. East-west connections are improved to accommodate the increase in traffic and caters for all modes. Includes some critical safety projects	Active mode facility improvements are focussed largely within Levin with public transport initiatives (delivered by HRC) improving connections to the wider district. Revocation works that directly link to the programme projects to create consistent corridors.
Programme 5: Balanced Approach, District Wide	Projects spread evenly across District with all parts of the community getting some benefit in line with the investment objectives. Critical safety improvements included Key corridor improvements to accommodate increase in traffic (east-west connections)	Primary project is the freight bypass on Roslyn Road reducing freight on the key corridors.

Projects within each programme are categorised into two groups:

1. Projects for which HDC are responsible for delivering (as the Road Controlling Authority).

2. Projects that HDC would like to be delivered by others (NZ Transport Agency, HRC, KiwiRail – the asset owner). The criteria of 'Degree of reliance on revocation works or other projects' considers this list. HDC will take an advocacy role for these external projects, but they won't be considered for direct investment by HDC.

HRC and NZ Transport Agency confirmed that despite the reliance on the third-party projects, the projects themselves aligned with current strategic thinking and planning and hence, they concluded that these projects were not unreasonable requests. However, would depend on funding and ability to deliver within certain timeframes. These links and dependencies are discussed further in section 6.6.3.

There are several key projects included in both programmes that are critical for the district when Ō2NL operates. These are:

- A new intersection to be formed at the junction of SH57 near Liverpool Street, to connect the new east-west link road being constructed by NZ Transport Agency from Ō2NL (link road connects to Tara-Ika and local road goes under expressway bridge).

- Key east-west corridor improvements (of varying scope for each programme) to cater for increased traffic volumes and function. These are Tararua Road, Queen Street and Roslyn Road.

- Critical safety improvements at key intersections (i.e. Liverpool/Cambridge St Intersection) that has an existing safety problem that will only get worse with increased traffic.

Figure 13 and Figure 14 summarises the projects HDC will deliver under each programme. More details on the projects within Programme 2 and 5, (including changes delivered by NZ Transport Agency and HRC are presented in Appendix D and E.

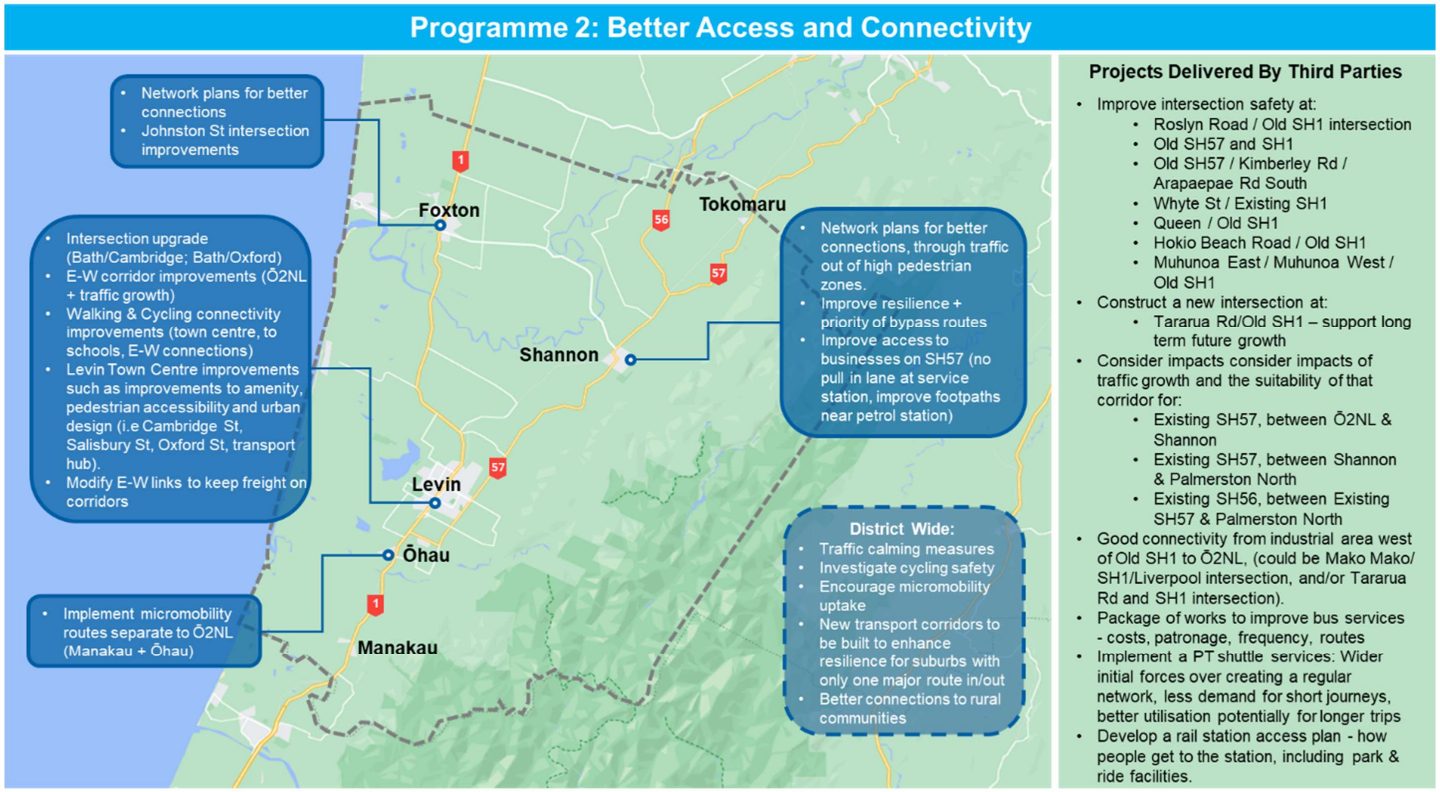


Figure 13: Programme 2 Project List

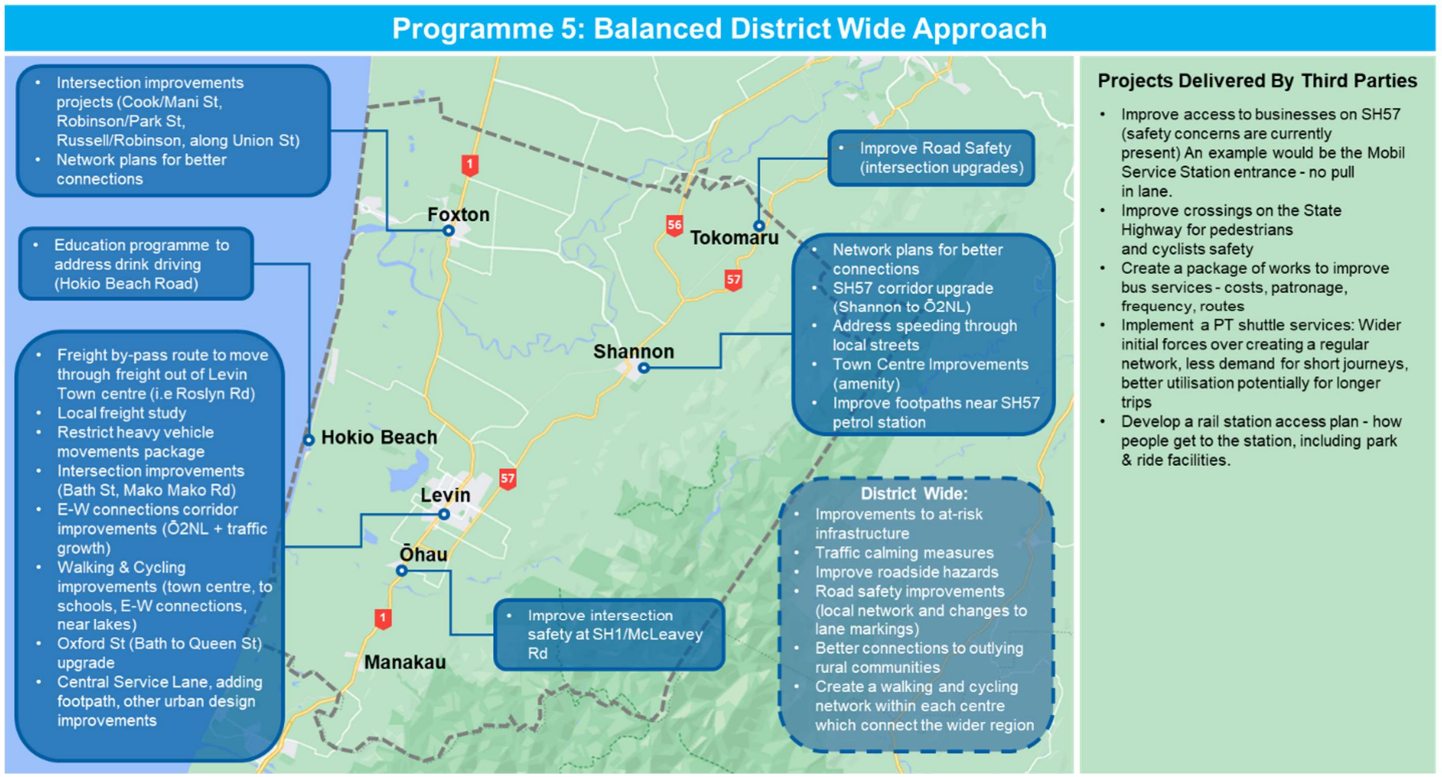


Figure 14: Programme 5 Project List

6.5.2 MCA outcome

The investment objective and CSF scoring was reviewed as part of the short list assessment for the two programmes.

Specialists assessed the impacts and opportunities for each programme and the scores are shown in Table 6-7.

Table 6-7: MCA Scoring – Shortlisted Programmes

Criteria Type	Criteria	Programme 2	Programme 5
Investment Objectives	Improve Safety for all modes - reduce DSI	2	2
	Reduce/maintain personal risk	2	3
	Increase the proportion of road length within key corridors to town centres	3	2.5
	Maintain travel reliability on key corridors	2	2
	Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic	3	3
CSF	Strategic Alignment	2.5	3
	Value for Money	1	2.5
Impacts and Opportunities	Traffic and Transport – Ease of Constructability	-1	-1
	Environmental Effects	0	-0.5
	Social and cultural impacts	2	3
	Degree of reliance on revocation works or other projects.	-2	-1
	Unweighted Scores	**14.5**	**18.5**
	Rank	**2nd**	**1st**

Both projects performed are expected to adequately address the investment objectives. Any differences between the two programmes in this regard are considered negligible.

The main difference between the Impacts and Opportunities associated with Programmes 2 and 5 were social impact, environmental impact and reliance on third party projects:

- Programme 5 scored slightly higher for Social Impacts, than Programme 2 as it provides wider social benefits and the separation of freight provides good user and amenity benefits.
- Programme 5 performs slightly worse for Environmental Impacts, compared to Programme 2 due to the freight bypass project on Roslyn Road likely requiring resource consents for stormwater treatment, and ecological and noise mitigation.
- All projects within each program will have some complexity, but they are all achievable and do not require new concepts. None of the projects were identified as fatally flawed. There is no difference between the projects in terms of Ease of Constructability. However, there is greater uncertainty regarding the cost and timing of Programme 5's freight bypass

- Programme 5 is less reliant on projects such as Ō2NL revocation works / other projects compared to Programme 2 and is considered 'self-sufficient'. Programme 5 has only 5 projects which are reliant on Ō2NL revocation works / other projects, whereas Programme 2 has 15 projects which are reliant on Ō2NL revocation works / other projects.

In summary, programme 5 is preferred from an impacts and opportunities and alignment to investment objectives perspective. This is largely because of the social and amenity benefits provided by the freight bypass project (reduction of freight on other east west corridors improving safety and efficiency) and due to it being less reliant on third party projects. However, Programme 2 still provides good alignment with no significant adverse effects that would make this programme unfavourable.

Based on the MCA alone, both programmes are still considered a viable choice.

6.5.3 Cost Estimate and Prioritisation

Indicative cost estimates were determined for each programme and a workshop with HDC was held to assess and refine these based on outturn costs from other projects in Horowhenua. The estimates are not informed by any design and are therefore high level, top-down estimates. They are sufficient to compare against programmes and to assess the affordability.

Following completion of the cost estimates, the interventions within each of the two shortlist programmes (2 and 5) were prioritised to determine how many and which could be delivered within HDC's budget envelope. The methodology for the prioritisation assessment is described in Figure 15 below.

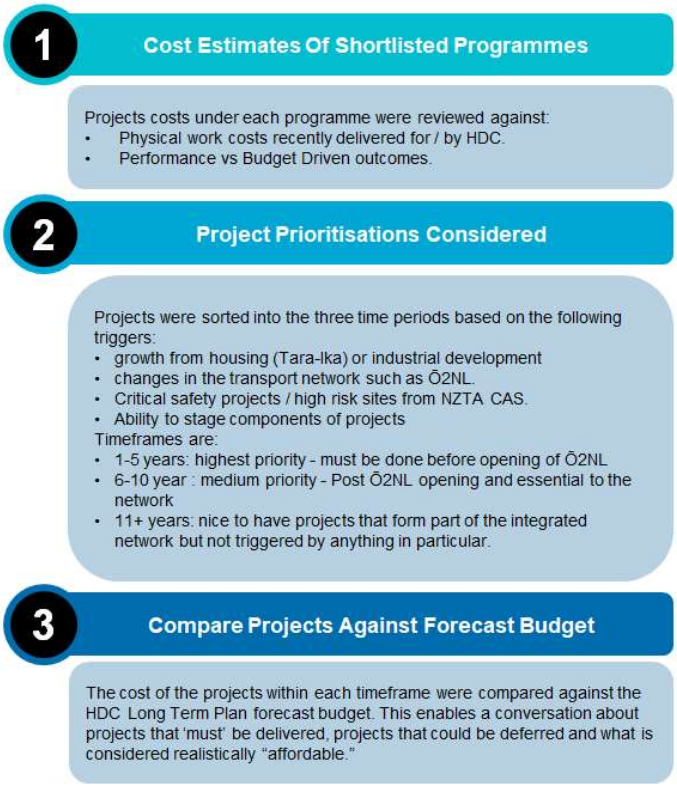


Figure 15: Prioritisation Assessment Methodology

The estimated cost to deliver all projects within the programmes has been outlined in Table 6-8 below. Little or no scoping and no design was undertaken to inform the costs estimates. The cost estimating approach was to identify a range of cost scenarios for each type of project. For each type, Low, Medium, and High cost rates were identified. An underlying assumption is that higher cost rates would deliver a greater level of service. The cost rates were also benchmarked against historic out turn costs for projects in Horowhenua District.

Table 6-8 shows that with an estimated total budget of $34M over the coming decade, not all the projects can be delivered, regardless of whether Programme 2 or 5 is progressed. The funding gap for projects within the 6-10 year time period means that the prioritisation will need to be revisited. This may be informed by more detailed analysis and an assessment of the alignment to future GPS. Any projects that cannot be delivered within the 10 year period will be deferred and considered as “opportunities”.

Table 6-8: Breakdown of estimated costs for short listed programmes

Staging period	Programme 2	Programme 5
1-5 years	$15M	$15M
6-10 years	$42M	$42M
Opportunities	$36M	$43M
Total	$93M	$100M

Costs have been estimated based on lower and higher bound ranges for each project, which varies depending on the base level of service assumption (i.e. higher cost rates would deliver a greater level of service – see section 8.2.1 for further detail). The overall programme cost estimate for each is based on the ‘expected’ cost, which accounts for uncertainty at this stage. The overall cost range per programme is shown in Table 6-9 (excluding opportunities).

Table 6-9 Low, Expected, and High Short List Programme Cost Range

Short List Programme	Lower Range	Expected	Higher Range
Programme 2	$ 36M	$ 56.3M	$ 141M
Programme 5	$ 42M	$ 56.5M	$ 90M

Refer to Appendix H for further information on cost estimate methodology.

Figure 16 and Figure 17 show the distribution of costs within each programme. For clarity, opportunities are not shown.

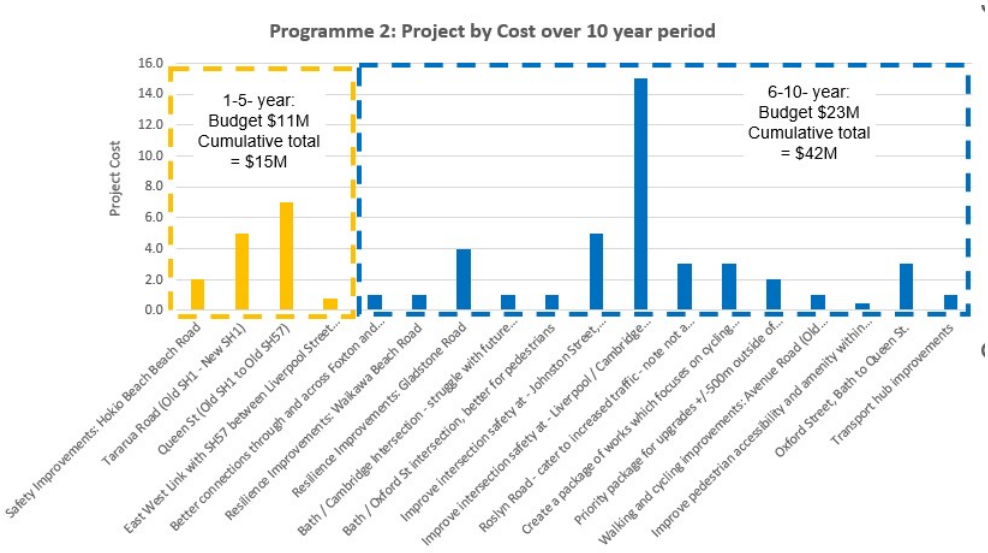


Figure 16: Prioritisation of Projects in 1-5 years and 6-10 year time periods for Programme 2

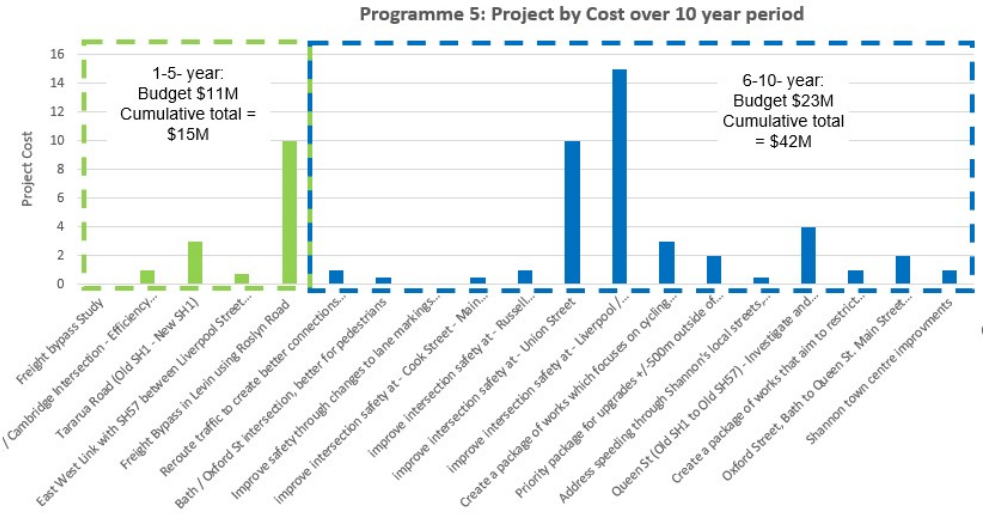


Figure 17: Prioritisation of Projects in 1-5 years and 6-10 year time periods for Programme 5

The table below presents the main differences between the two programmes:

Programme 2	Programme 5
The budget will allow only three or four of the highest priority projects to be delivered within the first five years.	To substantively deliver against the programme objectives in the first five years, the majority of the budget would need to be directed to a freight bypass ($10M). There would be little or no residual funds for other initiatives.

These projects are well aligned to the programme objectives. In combination they deliver against several programme objectives. Projects in 6-10 year period have strong alignment against the project objectives (one or multiple). There is only one project in the 6-10 year period are greater than $5M in value. Additional funding will need to be sought to deliver this project. Excluding this one project, the average spend on the remaining projects is of $2M.	Excluding, or delaying the freight bypass project reduces the overall benefit of the programme by excluding or reducing travel time savings and road safety benefits. The reliance on the freight bypass in this programme means that Programme 5 will deliver less change in the first 5 years, compared to Programme 2, and what change there is will be experienced by fewer people. There is greater delivery risk and cost uncertainty with the freight bypass Two of the projects in the 6-10 year period are greater than $5M in value. The likelihood of delivering both within the funding available is low as it would mean no other projects could be delivered. Additional funding sources would be required to deliver these projects. Excluding these two projects, the average spend on the remaining projects is $1.4M. Given the number of high-cost projects and the overall affordability of the programme in both the 0 – 5 year and 6 – 10 year periods, there is a greater chance that Programme 5 will not deliver all the expected benefits. Any cost overruns could prevent full benefits realisation.

6.5.4 Economic Benefits

An assessment of economic benefits for the short listed options was completed. This was informed by the list of projects in each programme and the estimated benefit that each could achieve. The evaluation is consistent with NZ Transport Agency's Monetised Benefits and Costs Manual (MBCM).

The PBC has been assessed with a 40-year evaluation period. A 24-month construction period has been applied, beginning in July 2025 and ending in July 2027.

Benefits have been accrued in line with the sequencing of the programme, albeit with a lag (i.e. the benefits for 6-10 year projects do not accrue until after 2029).

The economic evaluation has been carried out using the MBCM's most recent (date) update factors.

Benefits that were assessed included: Travel Time cost savings, Vehicle Operating Cost savings, crash cost savings, walking and cycling benefits, and emissions reduction.

The assessment considered only the projects delivered within the 10 year timeframe as outlined in Figure 16 and Figure 17. Benefits are reported in non-discounted annual benefits and NET benefits over the 40 year return period. Table 6-10 is a summary of the estimated benefits for the two short list programmes. Note that the benefits have only been calculated for the projects HDC will be delivering through the Programmes and does not include third party projects or wider economic benefits (beyond those noted above).

The cost of the two short listed programmes are directly comparable and hence the assessment highlights the benefits that the programmes achieve over the other.

Table 6-10: Summary of estimated economic benefits for the short listed programmes

Benefits	Programme 2	Programme 5
Discounted Benefits (NPV $M)	$65.1M	$36.8M
Discounted Costs (NPV $M)	$49.9M	$50M
Benefit Cost Ratio	1.3	0.7

A detailed assessment of the short list economic benefit assessment, along with an appraisal summary table (AST) and benefits management plan is provided in Appendix G. The AST and benefits management plan summarise information from the wider economic case, which has been conducted in accordance with the Monetised benefits and costs manual (MBCM) and the Non-monetised benefits manual (NMBM).

In sum, the economic analysis showed that:

- Programme 2 produces an overall higher benefit and higher BCR compared to Programme 5, as it is both the lowest (expected) cost option, and generates the greatest expected benefit
- Programme 2 aims to address more at-risk safety projects across the district and in Levin and hence gives greater safety benefits which result in over 50% of the NET benefits gained - $14M more than Programme 5.
- Walking and cycling (travel time and safety) – the active mode facilities being delivered through Programme 2 may result in some mode shift and improve safety of those user. When considering the NET benefits walking and cycling projects contribute to 33% of the NET benefits for Programme 2 - $10M more than Programme 5.
- Programme 5 gives slightly greater annual benefit in terms of vehicle operating costs, which may be attributed to freight bypass contributing to network efficiency on both Roslyn Road and the key corridors. But the NET benefit is negligible compared to other benefits (only accounting for 2%).

In addition, a sensitivity analysis was carried out to test how sensitive the assessed benefits and costs are to change, with a more general approach taken to account for the high-level nature of a PBC, and the greater uncertainty involved. This offers an insight on a greater variance that could be likely, and the impact that the variance could have on the programme.

As the largest benefit gain is from safety benefits, a global sensitivity test was undertaken to understand the impact if less safety benefit was achieved for each programme.

This test indicated that even with a 50% reduction in safety benefits, Programme 2 still achieves a BCR of 1>. Programme 5 however does not achieve a BCR of 1 even with a 50% increase in safety benefits.

The outputs for each sensitivity test are documented below:

Table 6-11 Short List Sensitivity Analysis

Scenario	Programme 2	Programme 5
Base	1.3	0.7
Costs		
Plus 50%	0.9	0.5
Minus 50%	2.6	1.5
Benefits		
Plus 50%	2.0	1.1
Minus 50%	0.7	0.4
Travel time benefits from speed increase		
Plus 50%	1.4	0.8
Minus 50%	1.2	0.7
Safety benefits from safety improvements		
Plus 50%	1.6	0.9
Minus 50%	1.0	0.5
Growth Rate Assumptions		
1% growth	1.2	0.7
3% growth	1.4	0.8
Discount Rate		
2%	1.8	1.0
3%	1.5	0.8
6%	1.0	0.6

6.5.5 Discussion

A Short List to Preferred Workshop was held on 25th August 2024, with a follow up meeting on 12th September 2024. Discussion within these workshops centred on:

- The degree at which the programmes align to the investment objectives
- How affordability and value for money have been considered throughout the programme development process
- Understanding the degree of the impacts and opportunities
- Understanding the cost and benefit envelopes
- Understanding what the package of works looks like when implemented i.e. staging and prioritisation

Table 6-12 compares the advantages and disadvantages between the two short list programmes.

Table 6-12: Advantages and Disadvantages of short listed programmes

Programme	Advantages	Disadvantages
Do Minimum (comparative purposes only)	Easy to construct and implement as most projects are low-cost low risk projects, with the complex projects being delivered by others.	Not expected to deliver the programme objectives
Programme 2:	Scored highly against in the investment objectives and critical success factors (slightly less than programme 5) Provides social benefits to the urban areas such as improving community resilience, safety, reducing congestion and improving town centre amenities. Will also help reduce car dependency and associated transport disadvantages. Is considered more affordable and aligns to the strategic objectives of the district whilst achieving what is needed within the first 5 years (pre-Ō2NL). Moreso than Programme 5. Projects in 6-10 year period have strong alignment against the project objectives (one or multiple). Delivers an estimated BCR of 1.3 Considering the list of projects expected to be delivered within the first 10 years, the NET benefit is estimated to be in the order of $65M over the 40 year return period. Programme 2 delivers the intention of creating a district that has better access and connectivity but mainly occurs in Levin.	High degree of reliance on third party projects such as Ō2NL revocation works and public transport by HRC. A number of these projects Additional funding will need to be sought to deliver all the projects within the programme.
Programme 5:	Scored the highest in terms of alignment to investment objectives and CSFs when considering the programme as a whole (including those deferred to as opportunities). Has the same social benefits as Programme 2 but provides additional benefits within Levin from the freight bypass such as social and amenity benefits as it improves the perception	Freight bypass comes with high cost, risk and uncertainty, subsuming almost all of the budget for years 0 – 5 leaving little for other “must have” projects that ideally would be delivered before Ō2NL opened. Delivers less change in the first 5 years compared to Programme 2.

	of safety and is likely to create a more enjoyable environment with less freight. Is less reliant on third party projects such as Ō2NL revocation works. While third party projects are still be desired, the HDC programme can be delivered independently. Considering the list of projects expected to be delivered within the first 10 years, the NET benefit is estimated to be in the order of $37M over the 40 year return period.	Additional funding will need to be sought to deliver all the projects within the programme, and overall is expected to give less benefit than programme 2. Delivers a BCR of 0.7 Does not deliver the intentions of Programme 5 (balanced alignment to investment objectives across the district) due to funding limitations and the cost of the freight by-pass project (when considering what could be delivered within the first 10 years).

6.5.6 Short List Assessment Outcome

Overall, based on the prioritised programmes, Programme 2 appeared most favourable as it delivers the most critical projects needed in the District within the budget expected to be available. The projects in the 1-5 year period are especially critical with the opening of Ō2NL. This was agreed by the PSG as they noted that the prioritised projects aligned with HDC current priorities.

Although the freight bypass in programme 5 delivers a high degree of benefits and alignment to investments objectives as a sole project, it leaves little money to deliver anything else within the first 5 years. If the project was delayed, until after the opening of Ō2NL, it would delay the benefits and put pressure on other road corridors (assuming no infrastructure improvements) which are not fit to accommodate the increase in freight or volumes. Programme 5 has more risk and uncertainty which also makes it less favourable from an affordability perspective.

The MCA is a tool used to help inform the decision of a preferred option. Despite Programme 5 scoring higher than Programme 2, when considering the cost and benefit assessment Programme 2 was agreed by the PSG as the preferred. The PSG noted that the prioritised projects in Programme 2 aligned with HDC current priorities.

The PSG agreed that Programme 2 has strong strategic alignment and delivers on the investment objectives and critical success factors, even with the staged approach.

The PSG were in alignment and agreed that Programme 2 was the preferred programme.

6.6 Preferred programme assessment

6.6.1 Selection of the preferred programme

The preferred programme, *Programme 2: Access and Better Connectivity*, aims to enhance the ability of people to get to places in the district that are important for the economic and social wellbeing of the community. Places important for work, school, and community connections.

Programme 2 was chosen as the preferred programme based its alignment to the investment objectives and critical success factors. The programme was also subject to the prioritisation assessment which found that Programme 2 could deliver more value within Council's affordability threshold than the alternatives. Programme 2 is also more aligned with the Council's immediate need to respond to the travel

pattern changes anticipated following the opening of Ō2NL. An overview of the Preferred Programme can be found in Appendix F.

Endorsement is sought for the whole programme referred to as the 'Preferred Programme".

The Economic Evaluation and Cost Estimates have been completed for the preferred programme.

6.6.2 Programme Scope

The preferred programme has a strong focus on:

- Improving critical east-west connection to support the changes anticipated from Ō2NL. It will look at the form of these roads to align to their function and future traffic volumes, as well as retaining freight on these key corridors (no bypass) and providing dedicated walking and cycling facilities that support connections to places (i.e. education, work, community).
- Improving walking and cycling connections within the urban centres (especially Levin) to improve town centre amenity and access
- Improving safety in the rural parts of the District such as intersection improvements
- Supporting non-private vehicle transport modes throughout the District – Public Transport and Walking and Cycling. This will help those who are disadvantaged (i.e elderly, youth, economically strained) to get to work, school and be a part of the community.

The overall programme contains 26 interventions, with 18 of these projects to be prioritised within the preferred programme. Opportunities are considered outside of the preferred programme however should additional funding be available, these opportunities have already gone through the process to ensure alignment to the Preferred Programme objectives.

Projects to be delivered within the 0-5 year programme scope are outlined below.

Project Name	Project Description
Safety Improvements: Hokio Beach - Beach Road	Existing local road safety issue: Rated as one of the highest risk corridors within the District. With a length of 10km, the corridor has had 30 reported crashes over the past 5 years, including 1 fatal and 3 injury crashes. p The improvement philosophy is to make specific design changes at the key crash locations along the corridor to reduce the likelihood of the risk i.e. barriers, shoulder widening, speed reduction, signage, traffic calming measures etc. It is not intended to be a full midblock corridor reconstruction, rather elements within the corridor extent improved specifically related to the safety issues identified.
Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Project triggered by Ō2NL, Housing Development and Industrial Park. Key east west corridor that will become a direct link between the Ō2NL interchange and Levin. This, along with growth from the Tara-Ika and the future Industrial Park, significantly increase the traffic volumes on Tararua Road. There are a total of 8 recorded crashes over the past 5 years at the two intersections on Tararua Road, including 1 fatal. The intersections will be improved as part of the Ō2NL component of the Corridor improvements. Proposed improvements include: pavement rehabilitation, sealed width widening, walking and cycling facilities, kerb and channel.

Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Project triggered by Ō2NL and Housing Development. Key east west corridor that provides a direct link to the northern extent of the Tara-Ika housing development and together with Ō2NL will increase the traffic volumes on Queen Street. There is an existing safety issue along Queen Street East with 40 crashes reported over the past 5 years, including 2 fatal and 18 injury crashes. The intended purpose of Queen Street East in the preferred programme is to retain freight on the corridor, improve active mode facilities and improve safety and accessibility. The proposed works include: road space reallocation, shared use path, intersection improvements to improve safety and access for active modes, pavement improvements if required. Existing kerbs are to be retained throughout the midblock except where absolutely deemed necessary.
New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under Ō2NL. **(note in line with Liverpool Street but does not provide connection to Liverpool Street)**	Project triggered by Ō2NL. This is a new link road to be formed from the Tara-Ika housing development to the revoked SH57 – Arapaepae Road South. Through a memorandum of understanding between NZTA and HDC, it has been agreed that NZTA will construct the midblock section including the bridge and connection under the expressway up to approximately 50-100m short of the intersection. The new tee intersection and approaches (50-100m) will be constructed by HDC.

The location of these projects is illustrated in Figure 18 below.

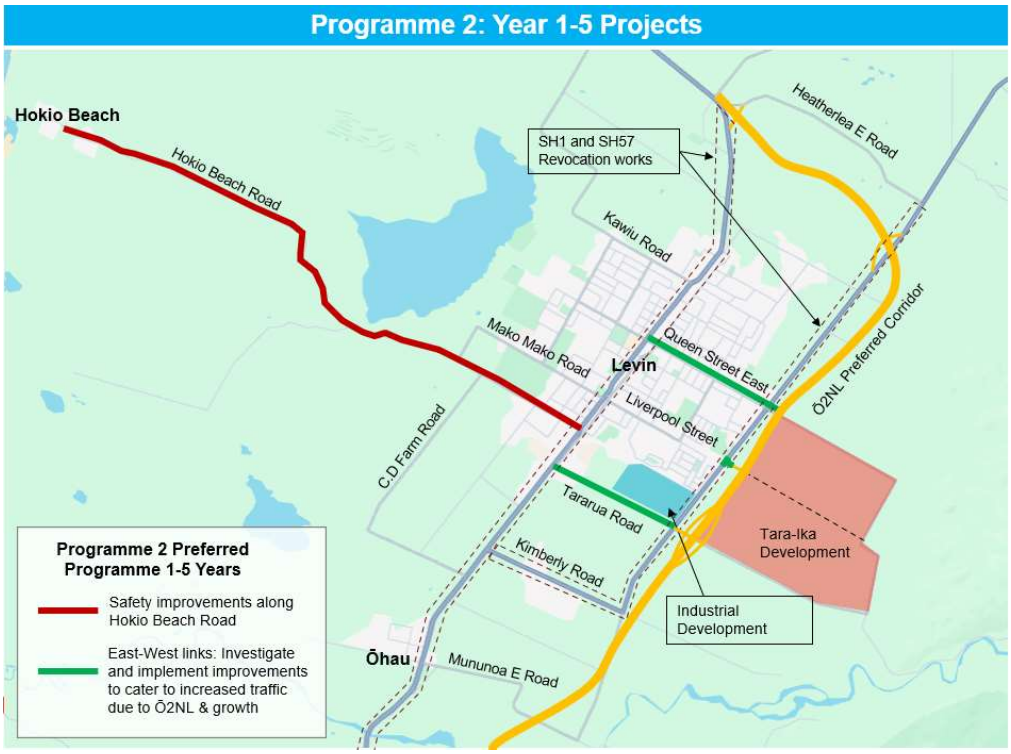


Figure 18: Programme 2: year 1-5 projects

The projects to be delivered within the 6-10 year programme scope are outlined below. These have been prioritised in discussion with HDC. Priority is given to projects as follows:

a. those with links, dependencies or synergies with year 1-5 projects
b. critical safety projects
c. value for money
d. other (independent projects with no direct link)

Ref	6-10 Projects
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane
4	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands
8	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass
5	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety
10	Cycling network improvements outside schools +/-500m either side (related to project no. 9)
12	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)
13	Levin town centre improvements - Oxford Street, Bath to Queen St.

Ref	6-10 Projects
3	Gladstone Road ~10km - transport corridor improvement for resilience purposes, step up from low cost low risk measures
2	Waikawa Beach Road ~7km - transport corridor improvement for resilience purposes, step up from low cost low risk measures
9	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)
6	Johnston Street/Union Street intersection improvement for safety
11	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new Ō2NL Shared Use Path. Avenue Road is a Primary active modes corridor under the LNOF
14	Transport hub improvements - better parking at train station, maybe moving bus stop to train station
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans

The location of these projects is illustrated in Figure 19 and Figure 20 below.

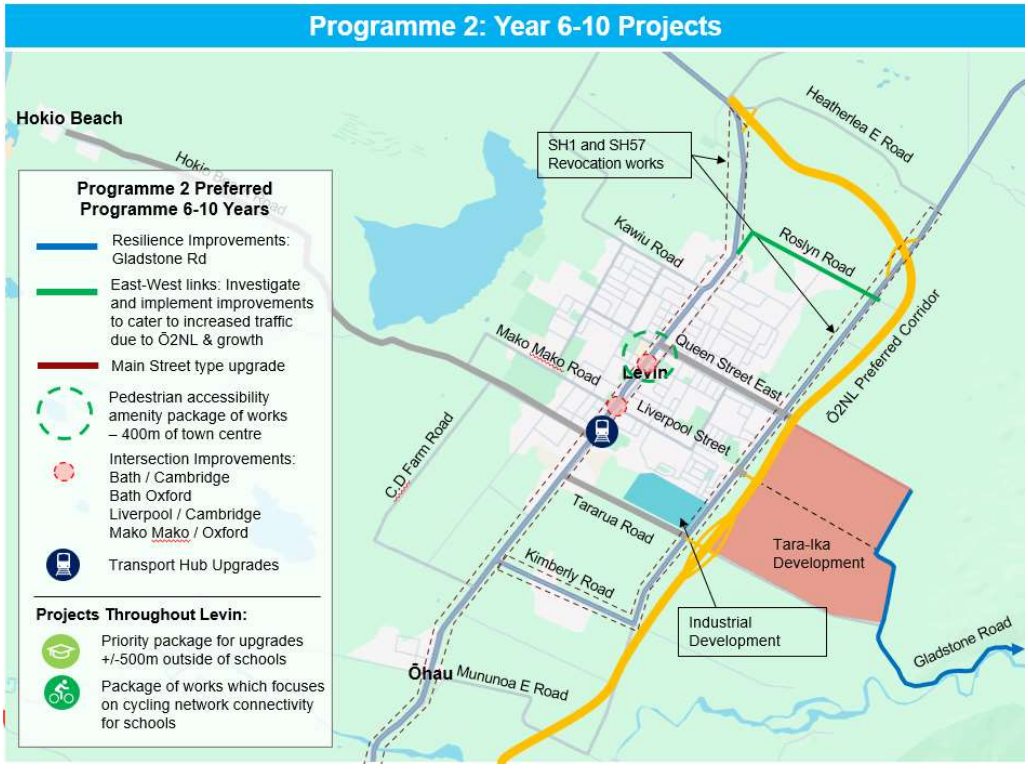


Figure 19: Programme 2: Year 6-10 projects within Levin

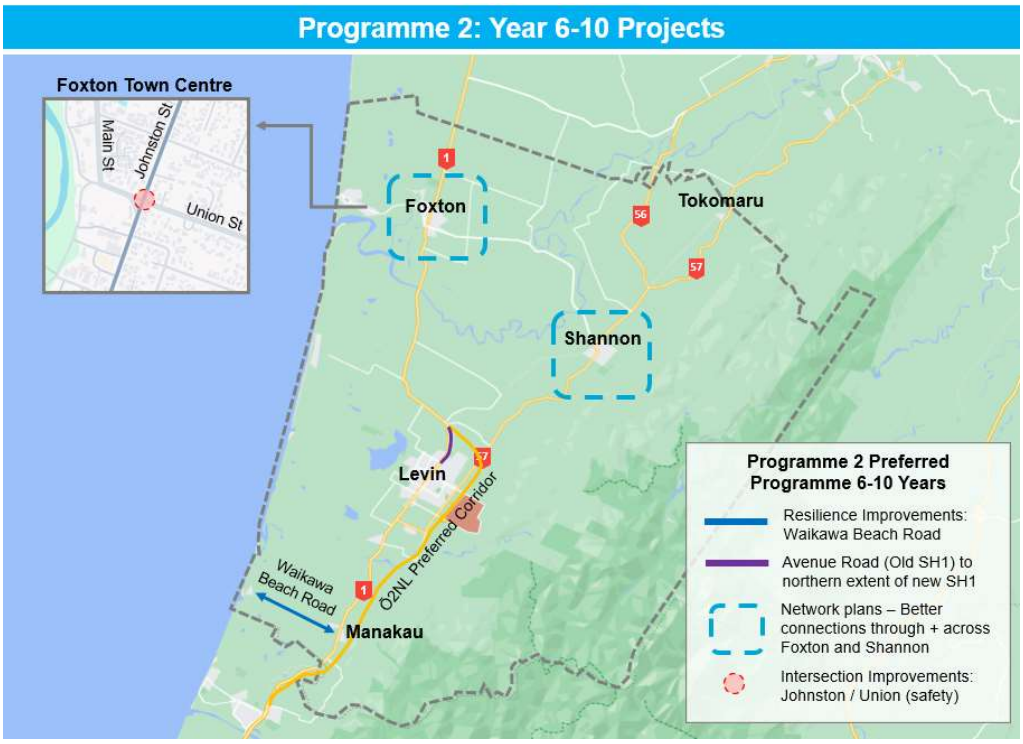


Figure 20: Programme 2: Year 6-10 projects District wide

There are also fifteen additional projects are identified that are anticipated will be delivered by other partners such as NZ Transport Agency and Horizons Regional Council (HRC).

Several of these involve key interdependencies with this PBC, with non-delivery potentially restricting progressing preferred programme. For example, HRC have signalled that they will deliver improved public transport services, without which public transport access for rural communities will be largely non-existent. In addition, NZTA have signalled that they will deliver changes to roads currently with state highways status that will be revoked following the opening of Ō2NL. As part of this, intersection upgrades with Oxford Street are a prerequisite for the Queen Street East corridor improvements proposed by this PBC. Without, the existing intersection form will be inappropriate to support the intent of the proposed upgrades, and increased traffic volumes along Queen St East.

In sum, additional projects delivered by external parties include:

- Work to be delivered through the SH1 and SH57 Ō2NL Revocation package of works
- Public Transport Service Changes and Improvements
- Other civil infrastructure improvements outside those directly affected as part of the transport improvements noted above

The full list of additional projects can be found in **Appendix E**.

It has been assumed that projects within the preferred programme will not require property acquisition. This will need to be confirmed through subsequent design development.

During design development it is possible that opportunities are identified to increase the scope of projects within the programme. These opportunities should be managed as scope change items. Important

considerations should be: alignment to programme objectives, links and dependencies with other projects within the programme and affordability.

An overview of the Preferred Programme can be found in Appendix F. A detailed estimate of the whole of life costs for the preferred option can be found in Appendix H cost estimate for the preferred option.

The Capex Component totals $57M, with stage 1 (1-5 year) and Stage 2 (6-10 year) totalling $15M and $42M respectively. The breakdown by type is illustrated in Figure 21. Note costs are indicative.

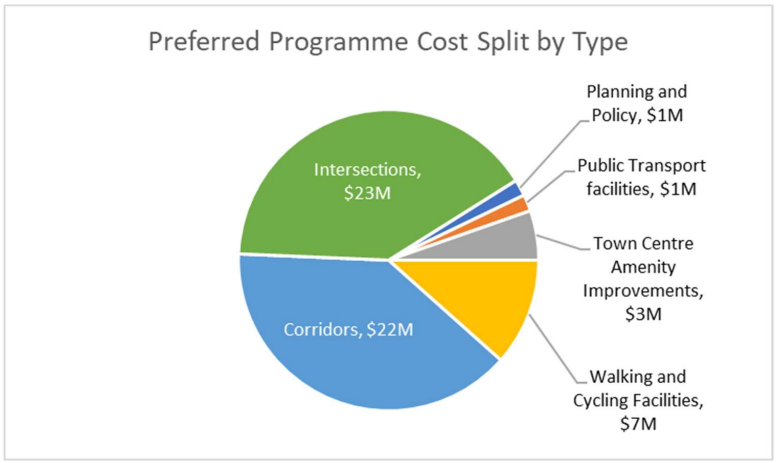


Figure 21: Preferred programme cost split – 1-10 year projects

HDC's estimated budget of $34M over the coming decade acknowledges not all the projects in preferred programme' can be delivered, warranting revisiting the prioritisation of 6–10-year projects overtime. Any projects not delivered within this 10-year period to be deferred and considered as future "opportunities".

Nevertheless, the overall programme cost estimate of $57M does account for uncertainty and offers a 'expected' cost based on higher and lower bound cost assumptions per project (see Appendix H). Yet, these will be refined overtime as the projects are progressed, offering greater certainty to possibly align more with the reserved budget.

6.6.3 Links and Dependencies

The projects below are considered to have either a direct link or be dependent on the Preferred programme. These projects are outside HDCs jurisdiction and would be delivered by third parties.

A project 'link' is defined as a third party project that forms part of the integrated solution but **does not necessarily** need to be delivered at the same time as the HDC project. It is unlikely to change the benefits achieved by that HDC project.

A 'dependent' project is defined as a third party project that forms part of the integrated solution and **must** be delivered either before or at the same time as the HDC project to ensure that the benefits can be realised and subsequent issues (such as safety) do not arise.

Table 6-13: Links and Dependencies with third-party projects

Third Party Project	Link or Dependency	HDC Project	Third Party Organisation
Intersection with Hokio Beach Road and Oxford Street	Link	Safety Improvements: Hokio Beach - Beach Road	NZTA
Intersection with Tararua Road and Oxford Street	Dependency	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	NZTA
Intersection with Queen Street and Oxford Street	Dependency	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	NZTA
Intersection with Queen Street and Oxford Street	Dependency	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under Ō2NL.	NZTA
Improve intersection safety with Whyte Street/Existing SH1 in Foxton and Muhunoa East/West, existing SH1 and SH57 in Shannon	Link	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans	NZTA
Improve intersection safety at Roslyn Road and Oxford Street	Dependency	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass	NZTA
Create a package of works to improve bus services and implement PT shuttle services, creating less demand for short journeys	Link	Transport hub improvements - better parking at train station, maybe moving bus stop to train station	Horizons Regional Council

Should the dependent projects not be delivered in conjunction with the Local Road Programme, there is risk that the expected benefits would not be achieved, potential for reputational risk to NZTA and HCC, and potential safety risks.

6.6.4 Programme outcomes

The Preferred Programme has been assessed against the project objectives and the key outcomes expected from the programme. The assessment is summarised in Figure 22.

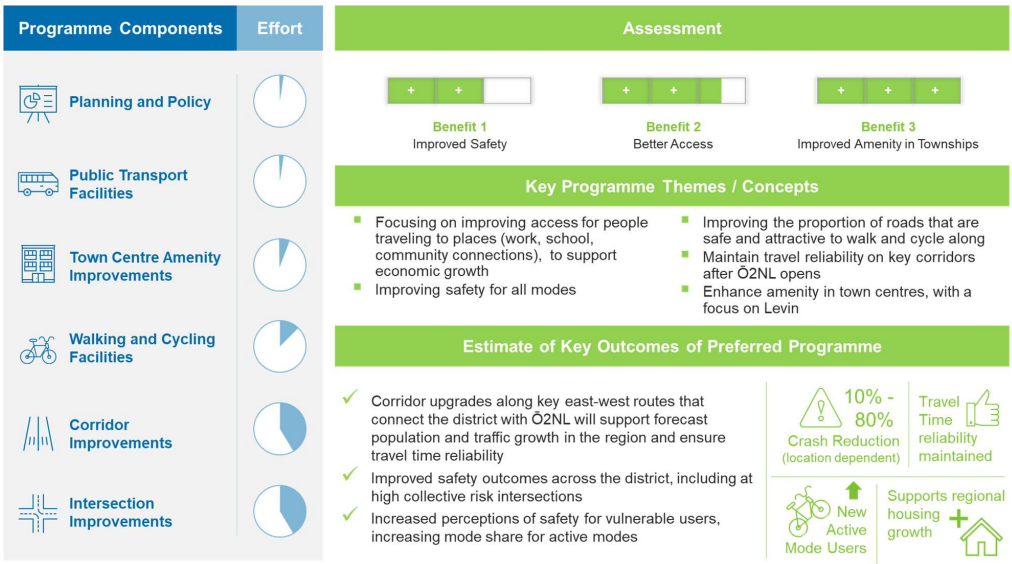


Figure 22 Preferred Programme Outcomes

6.6.5 Economic Analysis of the Preferred Programme

Section 6.5.4 presented an economic analysis for the short list options. This assessment helped to confirm that Programme 2 was the preliminary preferred programme, as it indicated that:

- Programme 2 produces a BCR greater than 1
- Overall, Programme 2 is expected to deliver more benefit and a higher BCR compared to Programme 5
- It will deliver more Safety, and Walking and Cycling benefits (accounting for 84% of the NET benefits) than other short list programmes

A summary of the outputs is shown in Table 6-14, with more detail provided in Appendix G: Transport Economics Report.

Table 6-14 Economic Analysis of Preferred Programme 2

	Preliminary Preferred Programme: Programme 2
Discounted Benefits (NPV $M)	$65.1M
Discounted Costs (NPV $M)	$49.9M
Benefit Cost Ratio	1.3

Programme 2 is both the lowest (expected) cost option and has the highest benefits. An incremental BCR comparison against Programme 5 is therefore not required.

6.6.6 Sensitivity Analysis

The BCR value of the Preferred Programme has been sensitivity tested to consider benefit and cost risks and identify the robustness of the economic evaluation. The sensitivity testing gives a level of confidence that Programme 2 will achieve a BCR >1. The outputs for each sensitivity test are documented below:

Table 6-15 Preferred Programme Sensitivity Analysis

Scenario		BCR
Base		1.3
Costs	Plus 50%	0.9
	Minus 50%	2.6
Benefits	Plus 50%	2.0
	Minus 50%	0.7
Travel time benefits from speed increase	Plus 50%	1.4
	Minus 50%	1.2
Safety benefits from safety improvements	Plus 50%	1.6
	Minus 50%	1.0
Growth rate assumptions	1% growth	1.2
	3% growth	1.4
Discount Rate	2%	1.8
	3%	1.5
	6%	1.0

6.6.7 Reconfirm Investment Prioritisation Method Profile

The NZTA Investment Prioritisation Method for the 2024–27 NLTP is used to ensure that interventions included in the 2024–27 NLTP give effect to the Government Policy Statement on land transport 2024 (GPS 2024). Investment prioritisation is undertaken to ascertain the priority of an activity when a funding decision is requested. Activities that with a priority below the investment threshold are unlikely to be funded. The assessment profile for the Horowhenua PBC is shown in Table 6-16 below.

The qualitative assessment method (stage 1) has been used for the IPM due to the level of information available at this stage in the Programme development. Where further information is available, this has been commented on below.

Table 6-16: Investment Prioritisation Method Assessment

Factor	Alignment	Commentary
GPS Alignment	HIGH	The Preferred Programme has been assessed against the priority outcomes sought from the GPS. The GPS Alignment is assessed to be HIGH. This is due to safety and travel time improvements, particularly along key east-west corridors and at high collective risk intersections, that will connect the district with Ō2NL. Improvements at these strategic locations will support growth in the region.
Scheduling - Criticality	MEDIUM	Parts of this Programme are required prior to Ō2NL opening, and to support the planned development occurring at Tara-Ika housing development. With Ō2NL expected to open around 2029, and the first stage of Tara-Ika is anticipated to begin imminently, if this programme of works, focussing on the projects identified for early investment (0-5years), aren't funded and undertaken within this NLTP period, it is expected to adversely impact the efficiency of the surrounding network, and adversely impact economic prosperity of the district. The introduction of Ō2NL means there is a need to improve the way Horowhenua's local road network operates to link regional with local movements, whilst optimising the network for local and sustainable travel. In addition, improved interregional road connections will trigger development through better access southbound to Wellington. Development occurring at Tara Ika is the catalyst for the region to meet housing needs to provide for anticipated population growth. It is expected that to reach population projection targets, 400 additional dwellings will need to be built every year between 2021-2031. Tara-Ika is proposed to provide approximately 2,500 houses overall - which alone doesn't reach this goal, but is a necessary first step. Without investment in key east-west corridors within this NLTP period, the existing corridors will be unable to support the increased demand, deterring people from choosing to live there if the only access is along unsafe and congested routes. This may delay development timeframes, which precludes the region from achieving development and growth targets, reducing economic growth and prosperity in the region.
Scheduling - Interdependency	MEDIUM	With the reorientation of the local road network with the opening of Ō2NL, and Tara-Ika development, traffic volumes will increase. The current form of the east-west corridors are not suitable to cater for these increased demands. This will result in network delays, likely to more greatly impact freight connecting between Levin and Ō2NL. Safety outcomes will worsen if upgrades do not occur. Whilst this has a huge social cost, this will also impact on wider network efficiency, and could in turn impact Ō2NL operation. Network efficiencies are likely to preclude further development stages from occurring in Tara Ika, as existing roads won't be able to cater for the overall increase in demand, adversely impacting on the region meeting growth targets.
Efficiency	LOW	The programme is assessed as having a low economic efficiency, based on an expected BCR of 1.3.
OUTCOME	H/M/L: 4	In summary, the programme equates to a Priority 4 Funding Profile

7 COMMERCIAL CASE

The Commercial Case explains how HDC will deliver the preferred programme using smart and effective procurement methods. After discussions with HDC, it is understood that they do not currently have any active supplier panels that would to speed up the procurement process.

Instead, HDC follows a Procurement Policy that was published in 2022. The policy does not provide clear guidance on the procurement method that should be used based on a projects value or complexity. Therefore, this Commercial Case outlines how the projects in the preferred programme can be carried out while ensuring HDC avoids any potential probity issues during the delivery.

7.1 Project Types

In the preferred programme, there are four types of projects for which HDC will need to procure services to enable delivery. These project types are described in detail in Table 7-1 below.

Table 7-1: Project Types and Descriptions

Project type	Description
Further business cases	For larger projects, HDC will need to develop more detailed business cases to clearly define the scope, costs, and justify the economic benefits. These projects will typically be bigger and more complex
Design and construction	Some projects are already well defined and may have approval to begin the pre-implementation phase. These are likely medium-sized projects with a good level of certainty about their scope and possibly their costs. In some cases, design work or investigations may have already been completed to provide this extra clarity
Straight to construction	Some smaller projects, or those that have already gone through the implementation phase, may be ready to move straight to construction. These projects are likely part of the "do-minimum" approach and may be limited in number, as the preferred programme is more focused on future developments
Development of plans, frameworks, and other strategic documents	The creation of documents that guide strategic planning and provide evidence to support potential future projects, including design, construction, or business cases

7.2 The Supplier Market

The projects in the preferred programme will be delivered by either professional service suppliers or contractors. Here's how these suppliers are defined:

- **Professional service suppliers** provide design, engineering, business case development, planning, management, surveillance, quality, and assurance (MSQA), along with other support services. These third-party services assist in the investigation, planning, and design phases of a project, also known as the pre-implementation phase.
- **Contractors or constructors** are responsible for carrying out the physical work after the design is completed. This phase is called implementation.

HDC will need to procure these services at different stages during the delivery of the preferred programme.

7.3 Procurement Pathways

To purchase the services of both professional service suppliers and contractors, a procurement pathways table has been created. This table outlines the options available based on the scale, cost, and complexity of the project.

HDC has four main options, that can be used when delivering the preferred programme. How these are applied is explained in Table 7-2.

Table 7-2: Procurement Pathways

Description	Application
Direct Appointment **Professional services <$100K** **Physical works <$200K**	Direct appointment will mainly be used for certain design work, support roles during project delivery, and for low-cost, low-risk projects where speed is more important than price competition. This method should be used with trusted, existing suppliers who can deliver good value for money. It is not recommended when using new suppliers necessarily. If direct appointment is considered for contracts that exceed the recommended cost limits outlined in this table, an exemption would need to be approved by HDC's internal procurement team.
Closed contest **Professional services <$200K** **Physical works <$500K**	Closed tendering will be useful for slightly more expensive projects where price competition is important. This method should be used when there are only a few providers capable of delivering the work, often due to the project's complexity. There may also be a preference for using local resources, which can further limit the number of suppliers available to HDC. If closed tendering is considered for contracts that exceed the recommended cost limits, an exemption must be approved by HDC's internal procurement team.
Open contest **Professional services >$200K** **Physical works >$500K**	Open contest is a good option for expensive and complex projects where there will likely be strong competition during the tendering process. This method is considered the best practice for procurement and helps ensure fair competition when executed properly. Both price and quality are important for the buyer when using this option. No exemption is needed when using an open contest.

Description	Application
Early Contractor Involvement	If it is decided that contractor input is needed early in the design process, HDC may engage in an Early Contractor Involvement (ECI) agreement using direct appointment, closed tender, or open tender, with direct appointment being the most common. ECI providers must have relevant experience in the type of project being delivered. Their involvement helps manage risks and improve the implementation phase by influencing the pre-implementation phase to create efficiencies during construction.

For all projects HDC is seeking NZTA subsidy for, NZTA will need to endorse the procurement process in accordance with NZTA processes and capex cost thresholds.

7.4 Government Procurement Rules Assessment

In creating this Commercial Case, NZ Transport Agency's procurement guidelines from the Procurement Manual were reviewed. The procurement pathways and options outlined above align well with these.

The recommended cost limit for Open Contest has been increased from under $200K to under $500K under the NZTA Procurement Manual. This change helps clarify the difference between Direct Appointment and Open Contest while still following procurement best practices. HDC will need to confirm this change with NZ Transport Agency and seek their approval for this approach.

8 FINANCIAL CASE

This Business Case has been developed to support Horowhenua District Councils 10-year transport programme. The financial case is intentionally high level, reflecting the minimal level of project / activity definition at this stage. It is anticipated that cost estimates will be refined as the programme is incrementally delivered.

8.1 Alignment with HDC current forecast

Endorsement is sought for the whole programme referred to as the 'Preferred Programme'.

The preferred programme includes more projects than are affordable within Councils 10-year funding envelope. However, it is acknowledged that Council forecast budgets are adjusted every three years as part of the long-term plan review cycle, ensuring that financial planning aligns with evolving community needs and priorities. Therefore, to support HDC and NZTA with forecast budgeting and prioritisation of projects within the Preferred Programme, a prioritised intervention list was developed. This aligns with HDCs current forecast budgeting of $34M for the 10 year period 2027-2038. A reoccurring review process will prompt the strategic and environmental context to be periodically revisited to determine the need to re-prioritise or re-programme opportunities and future interventions.

The PBC seeks endorsement for the Preferred Programme, and funding commitment is sought for prioritised interventions programmed within the next 10-years.

The information below shows a prioritised intervention list of projects over 10-years that is provided as a guide for Council prioritisation, however, has ability to change as budgets are reviewed. This is referred to as the Preferred Programme – Prioritised Interventions.

8.2 Expected programme cost

8.2.1 Estimating approach

The cost estimates have been developed at a high level as per the methodology in section 6.5.3. Further work was undertaken to estimate the pre-implementation and implementation costs associated with each programme, including client managed costs.

Identified projects were then categorised according to their type and subject to a high-level assessment of complexity given knowledge of the localised conditions and environment. The cost rates were applied to each project on the basis of this subjective assessment.

The following sections outline the assumptions, and the key risks associated with the estimates. For further detail on the approach taken, see Appendix H – Estimate Assumptions.

8.2.1.1 Key assumptions and exclusions

Key assumptions are listed below, with further detail provided in Appendix H – Estimate Assumptions.

- **Corridors** – a low, medium, or high approach was typically taken, unless where a specific corridor was listed, in which environmental context was also considered. For example, a percentage of road length deemed as difficult terrain for construction had additional costs applied to that length to cater for these complexities and elevated costs
- **Intersection** - low assumes limited intervention (such as signs and speed tables), whereas high assumes new infrastructure (such as a roundabout). Each intersection location was assessed for constructability, property impacts, potential service impacts etc, and priced accordingly
- **Walking and cycling routes** – low assumes limited intervention, e.g. paint and signs, whereas high assumes kerb and utility movement is required
- **Package works** – where no specific location has been identified, for example access improvements, a very high-level estimate has been derived based on the type of work proposed, but these are highly subjective.
- **Resource Consents and Land Acquisition** - it is assumed that projects are unlikely to require resource consents or land acquisition, however this will be confirmed through the later stages of the project development

The cost estimates are considered appropriate for informing decisions on the content of the preferred programme for transport improvements over the coming decade. It is assumed that further investigations and design work will be required to enable the cost estimates for individual projects to be refined. It is recommended that budgets are closely tracked and that the programme is revisited and adjusted periodically.

8.2.1.2 Risk and uncertainty

The level of risk and uncertainty with a project is largely linked to the level of detail known about at the time – that is, how well defined the scope is or what the performance outcomes are. The cost estimates have been derived from consideration of the current expenditure and similar projects, with no allowance made for future cost escalation.

Due to the unknown nature and scope of the works required, each tier was then given a higher and lower bound to allow for the uncertainties within the cost tier. The cost range within each tier provides the level of uncertainty and risk aligned to that expected scope or performance outcome. Through discussions, a likely ‘expected’ cost was agreed. This expected cost has been used for the purposes of the economics.

The upper and lower bounds provide an indication of the level of risk and uncertainty with this programme, and the certainty around this outturn cost, will be refined as the programme is developed.

The risk of having the programme fall within the higher cost bound has been identified and detailed in Appendix I: Risk Register. This can be managed through having a well defined scope, limited scope creep, clear objectives and performance outcomes, and strong project and overall programme management.

8.2.2 Capital Cost

The preferred programme will be delivered incrementally in three-year delivery cycles (or tranches), to align with NLTP funding timeframes.

Table 8-1 shows the prioritised intervention projects (2027-38) and which projects have been deferred to the 10+ year timeframe/opportunities. Projects within the first 5 years are largely in line section 6.6.2 and the projects to be delivered within the 6-10 year programme scope are outlined below. These have been prioritised in discussion with HDC. Priority is given to projects as follows:

e. those with links, dependencies or synergies with year 1-5 projects
f. critical safety projects
g. value for money
h. other (independent projects with no direct link)

A new project (project 19) has been added which is an interim improvement project for the Liverpool / Cambridge / Oxford / South Lane. This is due to the transformational type of project (long term solution – project 11) costing an estimated $15M which would exceed HDCs budget and result in no other projects being able to be constructed (i.e. choice between single large project verses multiple smaller projects and an interim low-cost safety improvement for this intersection that could last 10 years).

Table 8-1: Preferred Programme – Prioritised Interventions Projects

Ref	Project	Tranche - Pre-Imp	Tranche - Construction
2	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Tranche 1	Tranche 1
3	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Tranche 1	Tranche 1
19	Interim improvements to intersection with Liverpool / Cambridge / Oxford / South Lane	Tranche 1	Tranche 1
1	Safety Improvements: Hokio Beach - Beach Road	Tranche 1	Tranche 2
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL.	Tranche 2	Tranche 2
8	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands	Tranche 2	Tranche 3
12	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass	Tranche 2	Tranche 3
9	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety	Tranche 3	Tranche 3
14	Cycling network improvements outside schools +/-500m either side (related to project no. 9)	Tranche 3	Tranche 3
16	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)	Tranche 3	Tranche 3
17	Levin town centre improvements - Oxford Street, Bath to Queen St.	Tranche 3	Tranche 3
10	Johnston Street/Union Street intersection improvement for safety	Tranche 3	Tranche 4
13	Create a package of works which focuses on cycling network connectivity for schools throughout Levin	Tranche 3	Tranche 4

5	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans	10+ Project	10+ Project
6	Waikawa Beach Road ~7km - transport corridor improvement for resilience purposes	10+ Project	10+ Project
7	Gladstone Road ~10km - transport corridor improvement for resilience purposes	10+ Project	10+ Project
11	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane (transformational project)	10+ Project	10+ Project
15	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new O2NL Shared Use Path.	10+ Project	10+ Project
18	Transport hub improvements - better parking at train station, maybe moving bus stop to train station	10+ Project	10+ Project

Table 8-2 and Table 8-3 show the estimated cost breakdown of projects over the first 10 years, the project steps in the next phases of work and the NLTP periods proposed.

Table 8-2 Cost Breakdown (based on 2024 estimates) - 1-5 Year Projects

Year	Project Description	Project Type Pathway	Project Steps	Cost ($2024)	NLTP Period	Total Cost[18] ($2024)
1-5	**Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57)**	Further Business Cases	SSBC	$200k	2027/30	$5M
			Detailed design	$480k	2027/30	
			Construction	$4.32M	2027/30	
	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Further Business Cases	SSBC	$280K	2027/30	$7M
			Detailed design	$670K	2027/30	
			Construction	$6.05M	2027/30	
	Safety improvements: Hokio Beach Road	Design and construction	Options assessment	$80k	2027/30	$2M
			Detailed design	$190k	2027/30	
			Construction	$1.73M	2030/33	
	Interim improvements to intersection with Liverpool / Cambridge / Oxford / South Lane	Design and construction	Options assessment	$20K	2027/30	$500k
			Detailed design	$50K	2027/30	
			Construction	$430K	2027/30	

[18] Note that at this high level of design, the approach taken to estimate costs of the activities within the programme is considered sufficient and appropriate.

Table 8-3 Cost Breakdown (based on 2024 estimates) – 6-10 Year Projects

Year	Project Description	Project Type Pathway	Project Steps	Cost ($2024)	NLTP Period	Cost ($2024)
6-10	**New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika**	Design and construction	Options assessment	$30K	2030/33	$75k
			Detailed design	$70K	2030/33	
			Construction	$650K	2030/33	
	Bath / Cambridge Intersection capacity improvements	Design and construction	Options assessment	$40K	2030/33	$1M
			Detailed design	$100K	2030/33	
			Construction	$860K	2033/36	
	Roslyn Road – investigate and implement improvements to cater to increased traffic due to Ō2NL & Growth	Further Business Cases	SSBC	$120K	2030/33	$3M
			Detailed design	$290K	2030/33	
			Construction	$2.59M	2033/36	
	Bath / Oxford St intersection – improvements for pedestrian accessibility and safety	Design and construction	Options assessment	$40K	2033/36	$1M
			Detailed design	$100K	2033/36	
			Construction	$860K	2033/36	
	Cycling network improvements outside schools	Design and construction	Options assessment	$80K	2033/36	$2M
			Detailed design	$190K	2033/36	
			Construction	$1.73M	2033/36	
	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)	Straight to construction	Detailed design	$70K	2033/36	$500k
			Construction	$430K	2033/36	
	Levin town centre improvements – Oxford Street, Bath to Queen St.	Further Business Cases	SSBC	$120K	2033/36	$3M
			Detailed design	$290K	2033/36	
			Construction	$2.59M	2033/36	
	Johnston Street/Union Street intersection improvement for safety	Further Business Cases	SSBC	$200K	2033/36	$5M
			Detailed design	$480K	2033/36	
			Construction	$4.32M	2036/38	
	Create a package of works which focuses on cycling network connectivity for schools throughout Levin	Further Business Cases	SSBC	$120K	2033/36	$3M
			Detailed design	$290K	2033/36	
			Construction	$2.59M	2036/38	

8.2.3 Changes to maintenance costs

In the context of the Horowhenua Roading network, the level of intervention included within the preferred programme is not anticipated to materially affect maintenance costs. In the short term, the preferred programme is likely to reduce maintenance costs although the effect will be marginal.

Consideration should be sought through the detailed design phase of works to eliminate or minimise the frequency and/or level of effort required to maintain the improved asset. For example, extent of planting, types of plants being slow/low growing or self-sufficient.

8.2.4 Operational costs

The proposal to develop network plans for Foxton and Shannon that will address issues associated with traffic circulation is a transport planning activity. This will be funded from HDC operational budgets. Funding assistance is also sought from NLTP activity class 151: network and asset management. This work is not programmed until Tranche 3.

8.2.5 Summary

Table 8-4 shows the estimated cumulative programme cost of the Preferred Programme – Prioritised Interventions for the prioritised projects in the first 10 years. It shows the proposed shift in budget allocation or additional funding sought, in line with the estimated HDC forecast.

The projects which were deferred beyond this 10-year period are shown in the 10+ column.

Table 8-4: Summary of financial delivery timing and NLTF contribution for the Preferred

P50	Preferred Programme Costs					
$ millions	2027-30	2030-33	2033-36	2037-2038	10+	Total
	Total Costs:					
Pre-implementation	$1.97	$0.65	$1.97	$0.00	$3.13	
Construction	$10.80	$2.38	$9.07	$6.91	$19.44	
Total	$12.77	$3.02	$11.04	$6.91	$22.57	
Cumulative total	$12.77	$15.79	$26.84	**$33.75**	$56.32	
HDC Estimated Budget	$10.81	$2.00	$15.09	$5.77		$33.67
Estimated difference (tranche total)	-$1.96	-$1.02	$4.05	-$1.15		-$0.08

This shows that when comparing the estimated spend for the Preferred Programme – Prioritised Interventions against the HDC estimated forecast, there is a slight deficit in costs in Tranches 1, 2 and 4 and an underspend in Tranche 3. Overall, the difference is a deficit of $800K. This information is intended to give HDC a more informed understanding in preparation for the LTP funding review in 2027.

Figure 23 shows the programme costs by NTLP period.

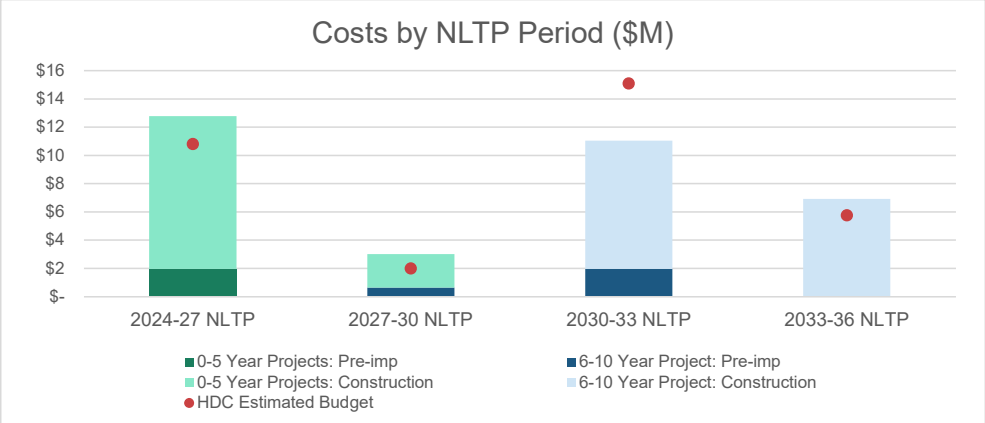


Figure 23: Programme cost timeline with NLTP

8.3 Economic Analysis

A top down approach was adopted for the economic evaluation of the Preferred Programme. The Preferred Programme achieves a BCR of 1.3. Prioritising the list to achieve a budget in line with HDCs forecast of $34M gives an indicative BCR of 1.7.

The projects that fall outside of this prioritised interventions list are still required as part of the preferred programme, in order to meet the programme's strategic objectives and vision for the District.

Further details can be found in Appendix G.

8.4 Affordability

Before NLTF may be released to HDC for delivery of the Preferred Programme – Prioritised Interventions, the NZTA board must consider and endorse the Preferred programme. For activities within the programme to be funded, these will need to be defined as standard activities rather than complex (as per NZTA definitions). It has been assumed that NZTA's contribution will be in accordance with its Funding Assistance Rate (FAR) policy which would see a contribution of 61% of the total costs. If the NZTA board do not approve funding for the preferred programme HDC will instead deliver the Do Minimum programme using LCLR funding. The Do Minimum Programme is not expected to be sufficient to appropriately respond to the travel demand and travel pattern changes anticipated in Horowhenua over the coming decade.

Funding request discussions with HDC and NZTA will occur following the completion of this PBC.

The preferred programme has a priority ranking of 4 (out of 12) against the IPM 2024-27. This puts the project in a reasonable position for funding though the National Land Transport Fund (NLTF).

Part C – Delivering and Monitoring the Programme

8.5 Opportunities for alternative funding sources

Should funding not be available through the NLTF, there are opportunities to explore alternative funding sources. This list is not exhaustive and should be discussed with NZTA.

- Regional Infrastructure Fund - Eligibility for the Regional Infrastructure Fund | Grow Regions
- Infrastructure Acceleration Fund - Infrastructure Acceleration Fund - Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development

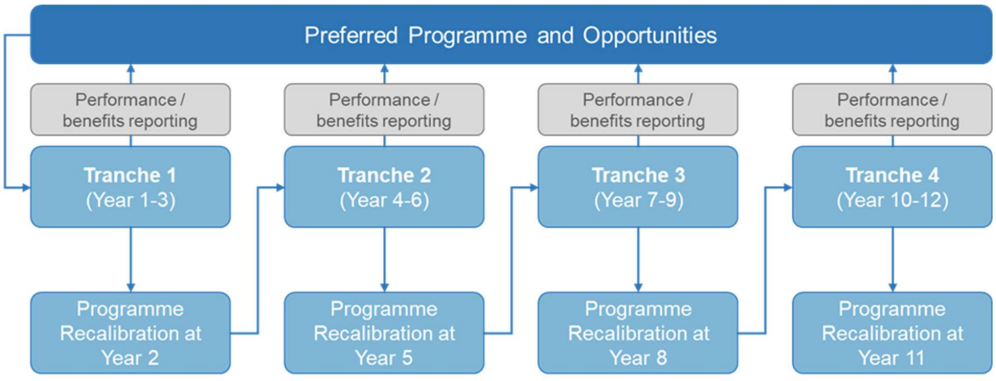
9 MANAGEMENT CASE

This chapter describes the next steps and approach for delivering the Preferred Programme. Since HDC doesn't follow a specific programme management framework for its projects, this section has been tailored to fit HDC's structure, capacity, and capabilities to ensure successful delivery of the programme.

It is recommended to break the preferred programme into components over three-year delivery cycles (or tranches). At the end of year two in each cycle, a review should be conducted to confirm which projects will be included in the next three-year cycle. This review will consider any ongoing work and the available funding for the upcoming cycle.

This approach will enable HDC to demonstrate incremental progress and to adjust, if circumstances fundamentally change. A visual representation of how this approach will work is provided in Figure 24.

Figure 24: Preferred Programme Delivery Methodology



Once the tranches of projects within the programme have been developed, it is recommended that the next steps required for each project are as identified in Table 9-1.

Table 9-1 presents the projects within the preferred programme. It shows the project type (refer categorisation from Table 7-1) and the next step (aligned with the procurement pathways identified in Table 7-2).

Table 9-1: Project Next Steps

Year	Project Description	Project Type Pathway	Step 1	Tranche
1-5	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Further Business Cases	Develop SSBC	Tranche 1
	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57)	Further Business Cases	Develop SSBC	Tranche 1
	Safety improvements: Hokio Beach Road	Design and construction	Options assessment	Tranche 1
	Interim improvements to intersection with Liverpool / Cambridge / Oxford / South Lane	Design and construction	Options assessment	Tranche 1
6-10	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika	Design and construction	Options assessment	Tranche 2
	Bath / Cambridge Intersection capacity improvements	Design and construction	Options assessment	Tranche 2
	Roslyn Road – investigate and implement improvements to cater to increased traffic due to Ō2NL & Growth	Further Business Cases	Develop SSBC	Tranche 2
	Bath / Oxford St intersection – improvements for pedestrian accessibility and safety	Design and construction	Options assessment	Tranche 3
	Cycling network improvements outside schools	Design and construction	Options assessment	Tranche 3
	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)	Straight to construction	Detailed design	Tranche 3
	Levin town centre improvements – Oxford Street, Bath to Queen St.	Further Business Cases	Develop SSBC	Tranche 3
	Johnston Street/Union Street intersection improvement for safety	Further Business Cases	Develop SSBC	Tranche 3
	Create a package of works which focuses on cycling network connectivity for schools throughout Levin	Further Business Cases	Develop SSBC	Tranche 3

9.1 Programme Governance

The delivery of the Preferred Programme will make use of HDC's existing governance structures and delivery teams. The delivery team will be part of the Land Transport Team and will be led by the Land Transport Manager. Additionally, a new project advisory group will be formed specifically for this programme. This group will include the Land Transport Manager and representatives of HRC, and the NZ Transport Agency.

The proposed governance structure and delivery model is illustrated in the section below Figure 25.

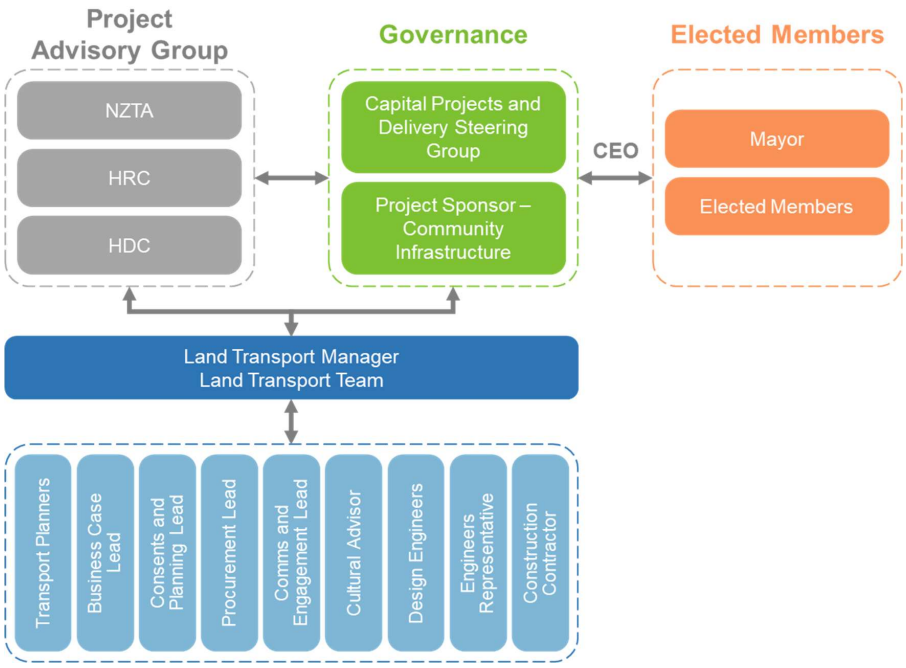


Figure 25: Preferred Programme – Delivery Model and Governance Structure

The Land Transport team will be responsible for delivering the preferred programme under the guidance of the Community Infrastructure Group. The Land Transport Manager, will lead this team and will report directly to the Community Infrastructure Group Manager on progress, risks, and issues.

To enhance the governance of the programme's delivery, it is recommended to establish a new programme advisory group (PAG). This group should include representatives from HDC, HRC, and NZ Transport Agency. The advisory group will provide a forum to discuss progress, address key challenges, and ensure the programme maintains its focus on the agreed objectives and outcomes. The group will also provide a forum through which to keep partner organisations informed. It is suggested that this steering group meet every one to two months.

For overall programme governance, it is recommended to utilize existing structures, such as the Capital Projects and Delivery Steering Group (CPDSG) and hold briefings and meetings with the full Council, including the Mayor and Elected Members as required. Monthly formal reporting on the programme's performance will be provided to the CPDSG. This group will make recommendations, and key decisions regarding the programme's delivery and any significant changes will be made during full Council meetings.

The roles and responsibilities of each group required for the delivery of Preferred Programme is provided in Appendix G – Policy Framework and Roles and Responsibilities.

9.2 Risk Management

The key risks associated with this business case are shown in Table 9-2 with more detail provided in Appendix I. The risk register outlines the current known risks and suggests ways to manage them during the delivery of the preferred programme.

It is important to regularly review and update the risk register. The Land Transport Manager will be responsible for this. When specific projects are identified for delivery, they will each have their own risk registers. High and critical risks from these individual registers will be included in a programme-wide risk register, which will be used for reporting to the CPDSG.

Table 9-2: Programme Risks (beyond PBC)

Theme	Description	Mitigation	Residual Risk
Resources	Resources are constrained within the region to help deliver the subsequent stages of the preferred programme	Ensure works are programmed and scoped well in advance to ensure a pipeline of work is established. Then use smart procurement techniques to capitalise on the capacity and capability that is available	Medium
	Õ2NL draws up most of the constructor market in the region, leaving HDC with a limited pool of contractors with limited skill and capacity to help deliver the preferred programme		Medium
Assumptions / Funding	Based on the high-level assumptions and works completed at a PBC level assessment, the amount of funding assumed to be required to deliver the preferred programme may be insufficient as there are still significant unknowns	Develop robust cost estimation processes in the PBC. These processes should account for likely escalation over the period, and allow for healthy contingencies. Prioritise works within the preferred programme so that the more favourable / beneficial projects are completed earlier in the project to realise to most amount of benefit if funding does become constrained later in the programme	Medium
Revocation	Revocation PBC was completed in 2022, next stage is DBC or Investment Case looking at details (informed by Revocation PBC 2022). The Revocation Programme does not take account the HDC Local Road PBC's preferred programme outcomes, resulting in misalignment and ultimately a disjointed local road network	Actively engage with NZTA through the development of the Revocation Programme, and ensure HDC's requirements and plans for the preferred programme are well articulated and understood with the NZTA revocation project team	Medium

Communication	Inefficient communication of the outcomes of the PBC and the preferred programme is realised, resulting in reduced support being received for the delivery of the preferred programme	Develop a robust comms and engagement plan with regards to how the outcomes of the PBC will be explained to key stakeholders, including the public. Comms and engagement plans will also be required on a project-by-project basis once the individual projects start to be progressed	Medium

9.3 Stakeholder Engagement and Communications Plan

Stakeholder communication and engagement will take place at the programme level after this business case is completed, and a specific comms and engagement strategy will be developed to manage this process. Once that is done, HDC will develop specific communication and engagement strategies for individual projects during the delivery of the preferred programme.

Table 9-3 outlines the communication and engagement approach for both the programme and project levels. The project-level approach is connected to the types of projects likely to be advanced during the delivery of the preferred programme, as described in the Commercial Case.

Table 9-3: High-Level Comms and Engagement Approach

Programme / Project	Comms and Engagement Approach
Preferred Programme / PBC (informing)	• Communicating the process undertaken and why the outcomes are is required • Communicating the outcomes of the PBC – the preferred programme • Explaining the next steps and associated timeframes
Further business cases (engagement and comms)	• Future business cases will be more detailed, and targeted engagement is likely to be suitable • Communicating the process undertaken and why this is required • Communicating the outcomes of the further business cases • Explaining the next steps and associate timeframes
Design and construction (engagement and comms)	• Engaging during the development of the design • Engaging on timeframes, impacts, and what is being delivered • Engagement with affected parties • Regular project updates during construction and design development
Development of plans, frameworks, and other strategic documents (comms)	• Engagement is likely to be limited. There may be some targeted engagement • The outcomes of these projects will likely be socialised by providing this information online, potentially with minimal additional comms

When communicating and engaging with the community, HDC will use existing tools and communications avenues at their disposal, and this is considered to be appropriate. The tools at HDC's disposal include but may not be limited to:

- Council website
- Social media – Facebook for example
- Community Connection – supplement in the Horowhenua Chronicle
- Antenno – mobile app
- Advertisements
- Media release

- Let's Korero – online engagement
- BAU project meetings / engagement / comms

The stakeholders that have been identified in the development of this PBC are outlined below in

Table 9-4 (external stakeholders) and Table 9-5 (internal stakeholders). Both tables are focused on parties that need to be consulted (i.e. seeking feedback and opinions) or kept informed (i.e., provide basic information and updates). These stakeholders will be engaged following the completion of this business case, and through the next stages of developing and delivering the preferred programme.

Table 9-4: External Stakeholders

Level of engagement	Stakeholder	Interest
Consulted	Ō2NL Alliance (Lead by NZTA)	Tie ins with project
	NZTA Regional Partnerships	Interdependencies with other projects occurring within the region
	KiwiRail	Tie ins and any works within the rail corridor
	Horizons - Consenting	Interdependencies with other projects occurring within the region
	Horizons Transport	
	Landowners / Developers	How any proposed works will impact land interests
	Emergency Services	Operational arrangements with proposed works
Informed	Contractors / workforce	Enabling suppliers to ready themselves for opportunities
	Mana Whenua	• implications for the community, the economy and the environment • opportunities for supporting mana whenua
	Community	• implications for the community, the economy and the environment • impacts on private individuals or business
	Politicians	• implications for the community, the economy and the environment • impacts on private individuals or business • trade-offs associated with individual projects • stakeholder and community feedback associated with specific projects
	Interest groups (e.g. AA)	• implications for the community, the economy and the environment • impacts on private individuals or business • impacts or opportunities for specific modes
	Schools and education	Particular focus on projects focussed on school access

Table 9-5: Internal Stakeholders

Level of engagement	Stakeholder	Interest
Consulted	Executive leadership team	Inform on status of projects
	Finance team	Inform on status and costs of projects
	Community infrastructure	Inform on status of projects
	HDC Strategic Planning	Inform on status of projects

9.4 Programme Performance and Review

The success of the preferred programme can be gauged by the degree to which the investment benefits and measures described in Part B of this business case are delivered. Table 9-6 lists the proposed performance measures that will be used to monitor the programmes effectiveness as it is delivered. These measures provide a starting point and will be further developed as the programme evolves to ensure they meet specific needs and are reflective of the projects being delivered.

It is recommended that the performance of the preferred programme be reported quarterly, and that a programme dashboard be created for easy tracking of performance and progress. Table 9-6 shows how the programmes outcomes can be monitored, but HDC may also want to include other criteria in the dashboard, such as performance against the programme and budget.

Table 9-6: Recommended Performance Measures

Investment Benefit	Measure (KPI)	Preferred Programme Benefits	Proposed Measures	Data Source
Improved Safety (20%)	Number of road crashes (by severity)	The number of road crashes for all modes decreases The severity of road crashes for all modes decreases	Measure the number of annual road crashes, including all users by severity. Trends to be mapped annually, every 3 years, and every 5 years.	CAS (NZ Transport Agency) CAS (NZ Transport Agency)
	Personal Risk (crash rate)	The personal risk rating on HDC's road network reduces	Measure the number of annual road crashes, including all users by severity. Trends to be mapped annually, every 3 years, and every 5 years. Measure how many vehicle kilometers are travelled in the district. Survey the current and future levels of perceived safety and ease of access to walking and cycling facilities.	CAS (NZ Transport Agency) CAS (NZ Transport Agency) Stats NZ (Govt) Annual travel survey (HDC)
Better Access (60%)	Active mode share	Active mode share (including micromobility) increases and the mode share for private vehicles remains the same / decreases	Measure the current and future health statistics for the region. Survey the current and future levels of perceived benefits associated with active mode travel. Measure vehicle mode share, including active modes, on an annual basis.	Ministry of Health Statistic (Govt) Annual travel survey (HDC) Stats NZ travel to

Investment Benefit	Measure (KPI)	Preferred Programme Benefits	Proposed Measures	Data Source
				work data (Govt)
	Spatial coverage – PT and cycling facilities	The quantum of PT and cycle facilities improves in terms of the quality and coverage	Measure current and future coverage of cycle lanes, shared paths, and footpath on an annual basis. Measure current and future availability of cycling facilities on an annual basis. Survey the current and future levels of perceived quality in relation to PT and cycling facilities.	RAMM/GIS mapping (HDC) GIS mapping (HDC) Annual travel survey (HDC)
	Travel time reliability – all modes	Travel time variability is maintained across the region	Measure average travel times along key corridors, focussing on general traffic and freight	Intersection Level of Service and Mean operating speeds
Improved Amenity in Townships (20%)	Improved access to social and economic opportunities	People's reliance on the private vehicle is reduced, improving everyone's ability to access social and economic opportunities	Survey the perceived ease of access to social and economic opportunities	Annual travel survey (HDC)
	Perceived ease of walking and cycling	People report that access to walking and cycling facilities is becoming easier People's experience when using walking and cycling facilities improves	Survey people's perceived ease of access to walking and cycling facilities and their experience when using these facilities	Annual travel survey (HDC)

10 NEXT STEPS

The next steps for delivering the preferred programme as outlined in this PBC are:

- Obtain endorsement for the PBC and the preferred programme from HDC
- Get endorsement of the business case from NZ Transport Agency, including entering the projects and associated costs into the Transport Investment Online (TIO) portal.

- HDC will plan the first three years of work and develop:
    - A delivery strategy
    - A procurement strategy
    - A programme plan
    - A communications and engagement plan
- After completing these tasks and confirming funding, HDC will set up the necessary resources to start delivering the first phase of the preferred programme and begin measuring its performance and reporting this to the CPDSG.

APPENDIX A: PROBLEM EVIDENCE

Draft Technical note

Problem Evidence

Date	12 November 2024
File/Ref	1-C2327.00 – Horowhenua Load Road Network PBC
Subject	Problem Evidence and Context

1 Introduction

This technical note provides information about the context within which this programme is being developed and evidence for the identified problems.

The business case will identify an integrated programme of transport improvements works needed over the coming decade on local roads for Horowhenua District Council.

The purpose of this technical note is to provide supplementary information and clarification to the evidence summarised in Part A of the PBC document.

2 Context

This section provides an overview of the strategic context impacting on the HDC PBC, with a focus on growth assumptions and transport network changes.

2.1 Population and Housing Growth

The current population of Horowhenua District is approximately 33,000 people[1] of which around 18,000 reside in Levin. The median age in Horowhenua is 46.8 years, notably higher than the nation's median of 38.2, and the over 65 population is expected to rise across the wider region by up to 26% within the next 30 years, in addition to a slight increase forecast in the 14-20 age group[2]. A well-connected and safe transport system will better cater for all ages including more transport disadvantaged with high reliance on public transport.

By 2040, Horowhenua District's population is projected to potentially double to around 60,000 people[3], requiring over 11,000 new houses to be constructed within the District. It is anticipated this growth will largely come from inward migration because of increased accessibility south to Wellington driven by roading improvements and increasing house prices in major cities making those areas less affordable.

To reach the projection targets, 434 additional dwellings will need to be built every year between 2021-2031 and expected additional 686 dwellings per year from 2031-2040. Between 2014/2015 –

[1] Statistics NZ. 2018 Census

[2] Based on Horizons Regional Council RLTP projections: https://www.horizons.govt.nz/HRC/media/Media/2021-31-Regional-Land-Transport-Plan.pdf

[3] Horowhenua District Council (2022). Horowhenua Growth Strategy 2040 (2022 update).

2015/2016 approximately 85 new dwellings were delivered within the district. This is markedly lower than the neighbouring Kāpiti district which has seen as average of 200 new dwellings being built per year on average over the last decade, and with a lower growth projection of less than 7,000 new dwellings forecast by 2047.

Horowhenua District has areas zoned for local employment to realise an additional 3,000 jobs by 2036. Employment growth is predominantly expected in new industrial and commercial areas. This growth rate over time is shown below.

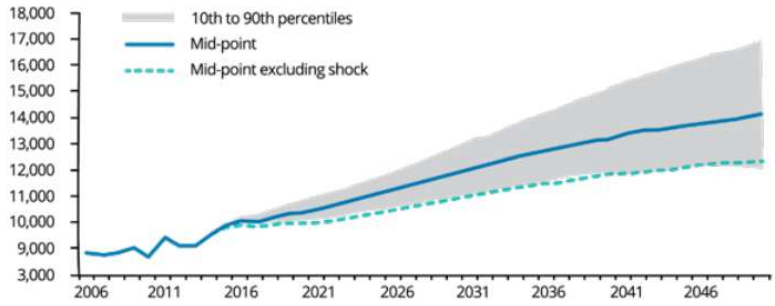


Figure 1. Projected Job Count in Horowhenua District 2006-2046[4].

There is some uncertainty around the level of growth in Horowhenua District based on forecast migration to New Zealand slowing from the effects of COVID-19 nationally. Different population scenarios are therefore explored further in Problem Statement 2 (section 3.2.1) and sensitivity testing (refer to Appendix G – Economics Report) will be undertaken during the optioneering process to assess various effects of growth scenarios.

2.2 Transport Network Changes

At present, SH1 and SH57 are the main strategic routes in the Horowhenua District. Key features of these routes are summarised in the figure below.

[4] 'Shock' is in reference to the implementation of the Wellington Northern Corridor

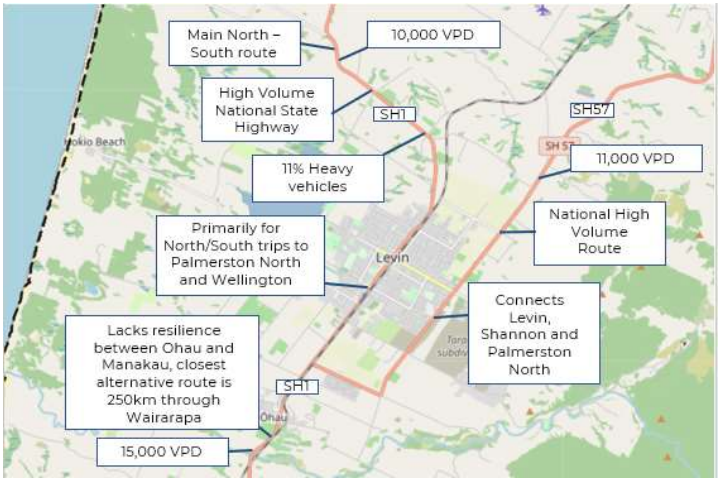


Figure 2. Key features of State Highway network within Levin.

The strategic network is subject to change over the next ten years, including the new Ōtaki to North Levin (Ō2NL) expressway and bypassed State Highway Revocations.

2.2.1 Ōtaki to North Levin (Ō2NL)

Ō2NL is a major transport project expected to significantly change the transport network in Horowhenua and the wider region. This is a highly complex project. Work completed to date includes:

- 2015 Ō2NL Road of National Significance: North of Levin Improvements Programme Business Case (PBC),
- 2018 Ō2NL Indicative Business Case (IBC),
- Ō2NL section between Queen St East and Tararua Road Notice of Requirement (NOR), and
- 2022 Ō2NL Detailed Business Case (DBC).

Delivery of Ō2NL is expected to be complete by 2029/2030. As a strategic corridor improvement affecting Horowhenua, Ō2NL is a key consideration when assessing the future scenario. In addition to being a strategic road, a shared user path is also planned to route along the alignment.

With the introduction of Ō2NL, there is a need to improve the way Horowhenua's local road network operates to link regional with local movements, whilst optimising the network for local and sustainable travel. Improved interregional road connections will trigger development through better access southbound to Wellington.

The future scenario used within this PBC assumes the proposed revocation works are implemented. It is noted that if Ō2NL is not constructed, then the revocation works will not take place as the existing state highways will not be duplicated by the new alignment. Without

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delivery of a new state highway road safety, operational and amenity issues on these routes are expected to worsen.

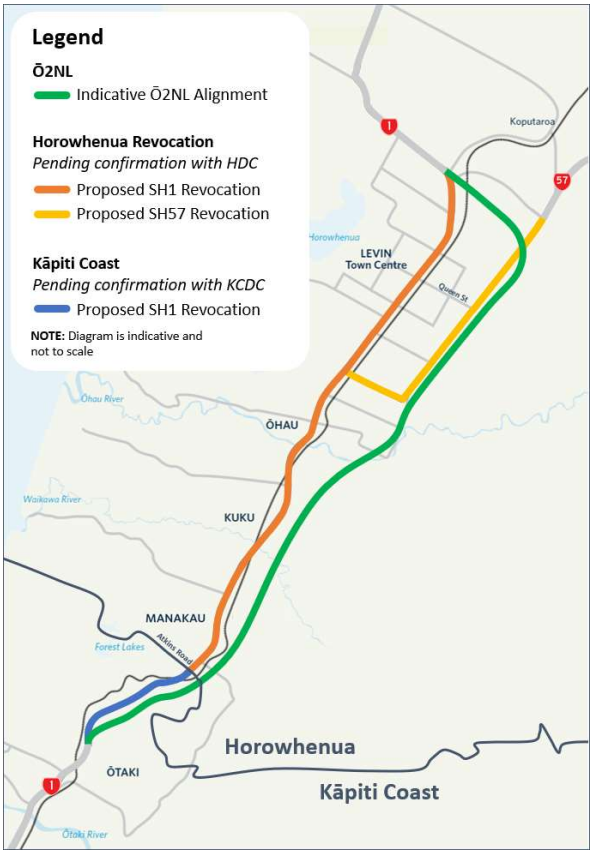


Figure 3. Ō2NL Proposed Works

2.2.2 *Ōtaki to North Levin Revocation Programme Business Case (Ō2NL Revocation PBC)*

The Ōtaki to North of Levin Revocation Programme Business Case (Ō2NL Revocation PBC) identifies changes to the form and function of the existing SH1 and SH57 travelling through Horowhenua District. By 2029/2030, once Ō2NL is in place, the SH function of these sections of road are to be revoked and returned to a 'fit for purpose' local road standard, with responsibility transferring from NZ Transport Agency Waka Kotahi (NZTA) to HDC and Kāpiti Coast District Council (KCDC).

The following sections of existing state highway are proposed to be revoked:

- SH1 – Taylors Road (Ōtaki) to Koputaroa Road (North Levin), and
- SH57 – SH1 / SH57 (Kimberly Road) intersection to Heatherlea East Road

The Ō2NL Revocation PBC is yet to be endorsed and funded. The recommended programme includes the following workstreams focused on the existing SH1 and SH57, to be delivered by 2029/2030

4

- Identification of any property purchase or planning matters and consents related to the revocations
- Pre-revocation monitoring programmes and post-opening Ō2NL monitoring (e.g. traffic volumes, speeds and overall safety performance)
- Walking and cycling improvements
- Road safety improvements (including speed limit changes)
- Further assessment through master planning for old SH1 through the Levin Town Centre, Ōhau and Manakau villages
- Asset repair and rehabilitation including structures and pavements.

The following aspects are excluded from the revocation programme:

- Upgrades to SH1 and SH57, including to intersections such as Liverpool Street/SH1 and Tararua Road / SH1, needed to meet future District growth and/or are a direct effect of the new Ō2NL highway; and
- Improvements (e.g. cycleways) to local roads located between the Ō2NL Shared User Path and the revoked SH1 and SH57.

This PBC seeks to further explore these areas and other opportunities that have been excluded from the Ō2NL Revocation PBC works.

2.3 Other Strategic Changes

In addition to the local growth and strategic network changes, notable projects such as the Peka Peka to Otaki Expressway and Transmission Gully will significantly reshape the district. Horowhenua will become more accessible to Wellington, which combined with other roading projects is anticipated to trigger growth.

Residents within the District will have greater access to economic opportunities, and likewise an additional 3,000 new job opportunities are anticipated by 2036 within the district. The regional accessibility will provide greater access to these opportunities, as well as providing access for tourists coming to the region. A shift in travel patterns is expected as a result, therefore responses to these changes must be planned effectively now to ensure the local centres are well connected and have thriving urban centres to support residents and visitors.

Further to this, the Speed and Infrastructure Programme (SIP) is currently underway, delivering safety improvements to SH1 and SH57. This work is in response to existing safety issues on the future local transport work. Any further work on the Horowhenua local transport network must be well integrated with the changes resulting from these safety improvements[5].

[5] Bridges upgrades (such as width, barrier deficiency or geometry assessment) are excluded from the scope of this PBC as these elements are included in the State Highway Revocations work.

3 Problem Statements and Evidence

The following sections provide evidence for the problems identified in the PBC, as shown in Figure 4.

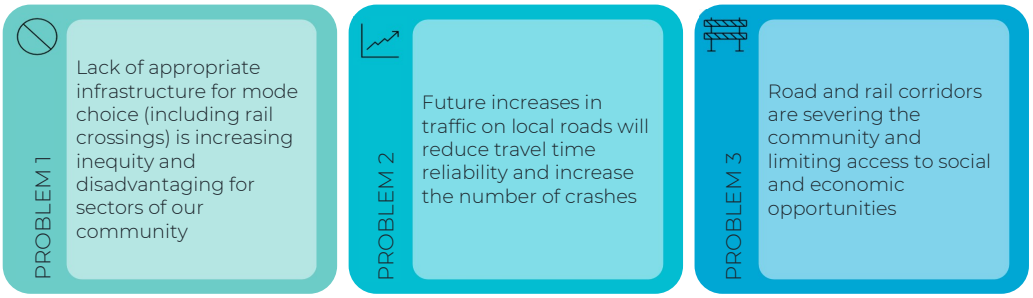


Figure 4 Problem Statements

3.1 Problem 1 - Lack of Appropriate Infrastructure for Mode Choice

> "Lack of appropriate infrastructure for mode choice (including rail crossings) is increasing inequity and disadvantaging for sectors of our community."

3.1.1 Problem 1 Evidence

A Constrained Local Network

Traffic volumes across town centres within Horowhenua are above desirable levels, based on the One Network Road Classification (ONRC), with annual average daily traffic (AADT) forecast to increase further over time. Examples of these volumes within Levin are summarised overleaf.

Table 1. AADT Levels in Levin

Street	ONRC Classification	Desirable AADT ONRC classification	Current AADT range (2018)	Forecast AADT range with Ō2NL in place (2040)[6]
Queen Street East	Arterial	>5,000	7,000-13,000	17,000-19,000
Liverpool Street	Primary Collector	>3,000	3,000-7,000	4,000-9,000
Tararua Road	Secondary Collector	>1,000	1,000-4,000	13,000-17,000

[6] Stantec, Ō2NL Expressway Traffic Model Update v22a (SATURN). This assumes medium projection (75th percentile) with Ō2NL in place.95th percentile projections have been used as sensitivity testing.

Forecast AADT volumes are largely predicated on projected population growth being realised. Even if the full extent of growth is not experienced some traffic growth is still expected occur (see **Problem Statement Two**). These outcomes will further increase traffic volumes above that which is considered desirable within the ONRC.

A Car Dependent Transport System and a Lack of Travel Choice

Horowhenua is very car dependent, with communities in Horowhenua facing a severe lack of existing or planned travel options aside from private vehicle use.

According to Census 2018 data, 61.5% of people in Horowhenua travel to work in a private vehicle. An additional 12.3% use a company vehicle and a further 4.2% are a passenger in Horowhenua. These trends are summarised in Figure 5 and Figure 6.

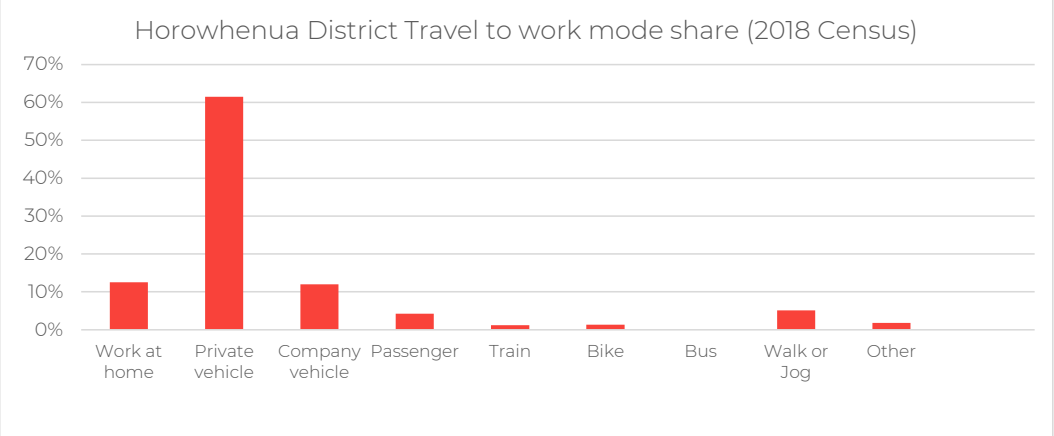


Figure 5. Horowhenua Existing Travel Modes – Work mode share.

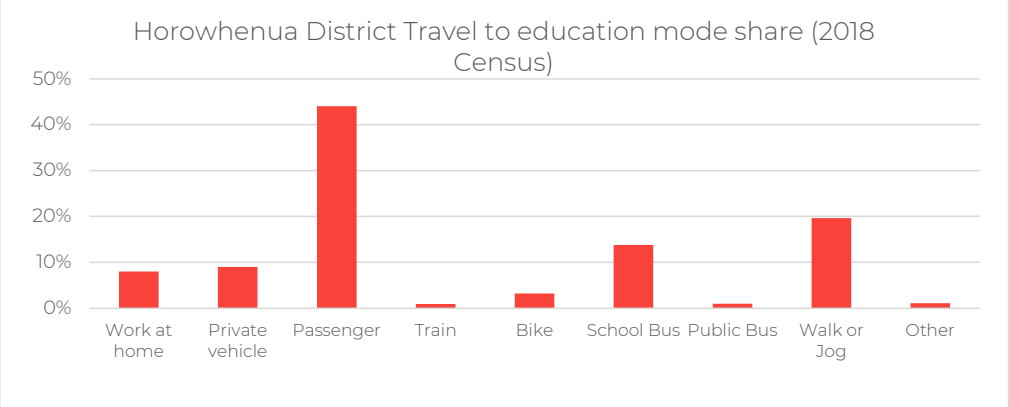


Figure 6. Horowhenua Existing Travel Modes – Education mode share.

The above figures show that fewer than 10% of journeys to work use non-car transport modes. Similar trends are also seen through education trips, with the 2018 Census reporting that 44% of those travelling to education in Horowhenua did so as a car passenger and a further 8.9% driving themselves.

7

Walking and Cycling

National cycling routes such as the NZ Cycle Trail and Te Araroa Trail are present within the district, as shown in Figure 7.

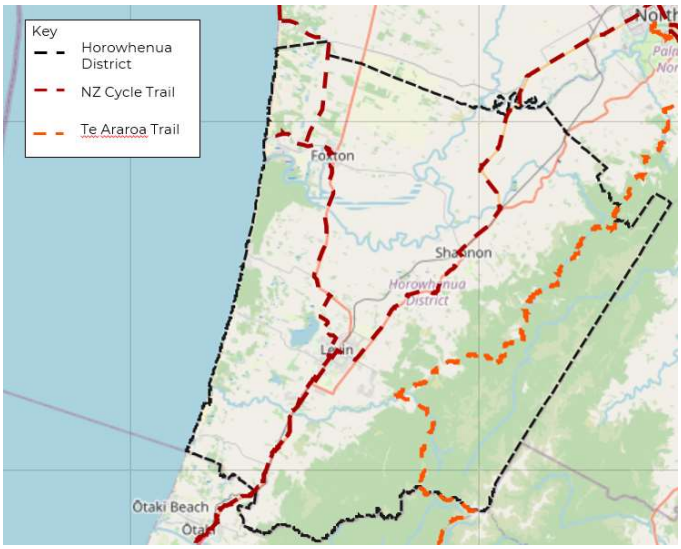


Figure 7. Walking and Cycling trails throughout Horowhenua.

There is no dedicated cycle network throughout the district, and whilst footpaths exist in urban areas, many rural roads do not have dedicated facilities.

Levels for walking and cycling are low in Horowhenua, despite the size and terrain of Levin and surrounding areas being extremely suitable for walking and cycling, with most of Levin's residents living within a 2.0km radius of the town centre.

2018 Census data indicates that active travel mode share is low in Levin, with only 5.1% and 1.3% of people choosing to walk and cycle to work respectively.

A significant barrier to walking and cycling in relates to both real and perceived safety concerns, as well as a lack of active mode provision and facilities[7]. Research such as the NZTA perceptions of cycling baseline studies[8] indicate that 75% of adults would cycle if it were safer in urban areas, yet 61% believe it is currently unsafe to do so at a national scale. Anecdotal evidence from Horowhenua Council officers suggests that the key barriers to more people walking and cycling includes:

- High traffic volumes with speeds inappropriate to accommodate walking and cycling
- Road geometry being constrained without the presence of dedicated facilities and pinch points along the routes at bridges
- Insufficient crossing opportunities

[7] Page 20 https://www.horowhenua.govt.nz/files/assets/public/council-documents/strategies/horowhenua-District-council-infrastructure-strategy-2021-2051-ltp-2021-2041.pdf

[8] Urban-cycling-attitudes-baseline-2016-Research-NZ.pdf (nzta.govt.nz)

8

- Lack of a continuous and joined network that can be easily interpreted by the user

There is a distinct lack of safe infrastructure and dedicated space provided for this mode of travel, which increases real and perceived concerns around safety.

Over 60% of cyclist accidents have occurred on Cambridge Street, Oxford Street (SH1), Queen Street and at intersections. There is a clear safety issue for cyclists for today and in the future on the local transport network without mitigation.

This safety problem is explained further in Problem Statement Two.

These issues are further outlined in the Levin Network Operation Framework (NOF), which outlines a potential network for cycling (amongst other modes) which are safe and accessible. There is a desire for this connectivity but there is currently a lack of funded plans to address these issues.

Public Transport

Public transport currently plays a minor role in meeting the needs of Horowhenua residents. Regarding rail, the North Island Main Trunk (NIMT) railway routes through Horowhenua with one Capital Connection commuter train operating a single return service per day, connecting Palmerston North and Wellington, with stops at Shannon and Levin. This service carries an average of 280 passengers per trip, approximately 134,000 in the 2019 FY9. The service was consistently operating at capacity on some weekdays, but the capacity is constrained by rolling stock availability which cannot be increased10. Of concern is also the type of carriage used for the Capital Connection route, which will require full refurbishment or replacement to continue operating the route.

The bus network is limited with no public holiday or weekend services available. Existing routes currently across the district include:

- Horowhenua Community Health Shuttle Services to Palmerston North hospital (bookings required), running Monday to Friday with five services per day.
- Levin to Waikanae Bus Service, running two services on Tuesdays and Thursdays to allow people to travel into Waikanae from Levin and vice versa. This service provides a greater regional service, providing access to Wellington Metro Rail.
- Levin to Palmerston North Service, running two services on Mondays and Wednesdays only. This service allows Levin residents to travel to Palmerston North.
- A Day out in Town, running two services on Fridays only. This service offers residents the ability to travel between Levin, Shannon and Foxton once a week.

These routes and services have been scaled down considerably over the last two decades. In 2011, Horizons Regional Council discontinued Levin's urban bus service after assessing passenger numbers to have declined from 10,000 per year in 2007 to 900 in 2011[11] . In other centres such as Shannon, Manakau, Ōhau, Tokomaru and Foxton Beach, public transport options are infrequent or do not exist.

Census 2018 recorded 0% of residents using bus services to travel to work in Horowhenua, whilst the Horowhenua Integrated Transport Strategy (HITS) transport survey conducted by HDC in

[9] Stantec/Greater Wellington Regional Council. (2019). Lower North Island Longer-Distance Rolling Stock Business Case.

[10] Stantec/Greater Wellington Regional Council. (2019). Lower North Island Longer-Distance Rolling Stock Business Case.

[11] Wood, T. (2011). Levin bus service makes final stop | Stuff.co.nz

2019 reported that 9% of respondents used buses, with most of these trips for recreational or accessing services rather than work commutes[12]. Available services are instead popular with Super Gold card users, which is consistent with the districts aging population.

The lack of public transport service within the district is likely disadvantaging people within the more deprived deciles who can either not afford a private vehicle, have a disability which hinders the ability to drive, or must live in more rural areas due to the lower cost of living but where public transport provisions are less available further still.

There is potential for public transport to be an attractive alternative when assessing travel time differences. Table 2 outlines this potential comparable opportunity between the use of public transport and car services to reach key destinations during peak hour.

Table 2. Ability to travel between key destinations by PT to/from Levin – based on an 8.30am arrival time for cars, and peak hour routes for PT.

Location	PT – Peak Hours	Car – Peak Hours
Foxton	Levin to Palmerston North Bus – 7.05am arrival time in Foxton; 21mins	14mins-16mins (to Foxton and to Levin)
Wellington	M-F Capital Connection Commuter Train from Palmerston North – 2hr 5min; departs Levin at 6.53am Return train departs Wellington at 5.15pm.	1hr 20mins to 2hr (to Wellington) 1hr 5mins to 1hr 25mins (to Levin)
Palmerston North	M-F Levin to Palmerston North bus – 45 mins (6.50am departure) Return bus departs Palmerston North at 5.20pm	35mins to 50mins (to Palmerston North) 40mins to 50mins (to Levin)

Whilst travel times for public transport and private vehicles are comparable, poor frequency and lack of options results in public transport not being a viable regular choice.

Through future connections, there is an opportunity to address this lack of choice and make public transport a viable option for many travellers within, to, and from the district, with a public desire for these services to be increased. A 2019 community transport survey conducted by HITS (500 respondents) indicated that:

- 95% of people use a car to get around the district.
- 60% of those surveyed answered that they use a car to travel to work or for training because other transport options are unavailable or impractical.
- Of the public transport services available (including bus, train, shuttles, and school buses,) 55% of respondents said they did not use any public transport services

[12] Cardno/Horowhenua District Council. (2019). Horowhenua District Multi-Modal Transport System Strategic Business Case.

- 55% of respondents use public transport for leisure or social trips, with a further 27% using public transport for 'other' trips. 26% of people responded that they may use public transport for work trips. 60% of respondents agree that there aren't enough safe, sufficient walking and cycling pathways throughout the district.
- 65% believe that safety improvements on main roads and to nearby settlements are very important.
- Over 80% of respondents agreed that HRC and HDC should invest more in public transport
- 58% are interested in more bus services being offered, and 79% want more passenger train services. This is further indicated by the existing Capital Connection route running at capacity some weekdays, with an average of around 280 passengers per trip and 134,000 in 2019.

Rail Crossings

The rail corridor creates severance, acting as a barrier for people travelling east-west through Horowhenua, with limited opportunities available to cross. This is detailed further in Problem 3, but in sum restricted east-west access compounds car dependency issues, tending to make pedestrian and cyclist journeys longer and less attractive.

3.1.2 Problem 1 – Implications of the Evidence

Increasing inequity and disadvantage for sectors of the community:

A lack of travel choice results in a lack of accessibility for a range of demographics. Community severance will worsen with the lack of access to key destinations for those not travelling in private vehicles, particularly for vulnerable groups who need access and support. This can result in negative effects on physical health and social cohesion, particularly in relation to socially disadvantaged communities and an ageing population. Furthermore, greater carbon emission increases from private car dependency and increases in this over time have implications to sections of the community, as outlined below.

Disadvantaged communities:

Inequity will continue to increase in Horowhenua if the current status quo remains as many key destinations such as healthcare, education, shops and employment areas are mostly accessed via private vehicles.

The current socio-economic decile profile within Horowhenua is shown in Figure 8. Based on the New Zealand Index of Deprivation (NZDep)[13], residents in the most deprived areas (decile 9 and 10) are more vulnerable to experiencing social, economic, and environmental barriers when compared to the lesser deprived deciles. This has a direct impact on accessibility to affordable, safe, and reliable vehicles, and the lack of travel choice through reliable and frequent public transport networks exacerbates the inequity for these areas. With potential future road capacity issues, and a lack of viable or attractive alternatives, inequitable access to key destinations could worsen.

[13] Environmental Health Intelligence New Zealand. (2018). New Zealand Index of Deprivation.

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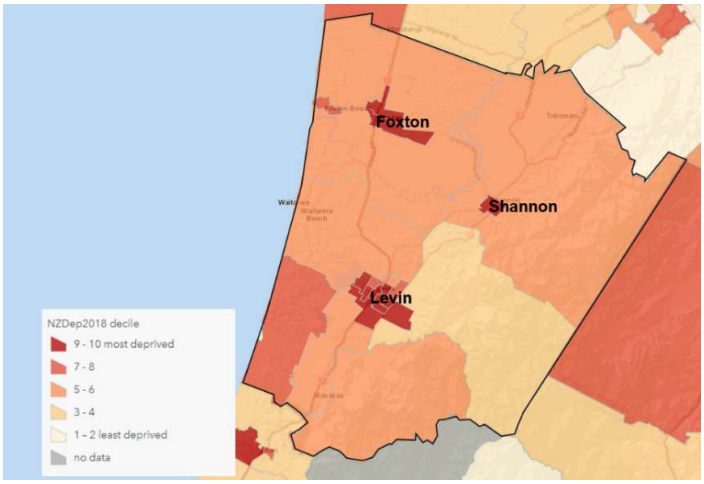


Figure 8. Horowhenua District socio-economic decile profile.

Ageing Population:

The 2018 Census shows that Horowhenua has over 8,000 people aged 65 and over, which is an increase of 34% since the 2013 census. These residents make up 25% of Horowhenua's population, 10% higher than the national average. Many of these residents are accommodated in large retirement facilities like the Speldhurst Country Estate Lifestyle Village located along the southern extents of SH57. This trend is likely to increase, as the number of senior residents is expected to outnumber children within the next decade14.

Retired residents are a group seen to utilise existing public transport services, having access to Super Gold cards and many having to rely on services for those who can no longer drive. The current limited bus network therefore limits access for older residents to healthcare and social support.

3.2 Problem 2 - Future Increases in Traffic on Local Roads

"Future increases in traffic on local roads will reduce travel time reliability and increase the number of crashes."

3.2.1 Problem 2 Evidence

An increase in traffic on local roads is expected in Horowhenua District. This is due to housing development and changes to the wider strategic network. Housing development is driven by projected population and household growth. However, this growth is anticipated to increase safety issues if not addressed through local network upgrades.

Population Growth

Housing demand is expected to grow as the population of Horowhenua District grows. However, there is uncertainty around the projected level of growth. This is due to a range of factors

[14] Horizons Regional Council. Regional Land Transport Plan, 2021-2031

including local and national settings. Therefore, different growth projections have been considered from Sense Partners[15] and 2018-based forecast data from Stats NZ[16].

In 2020, Sense Partners was commissioned by HDC to prepare detailed population projections (at 5th, 25th, 50th, 75th, and 95th percentiles) for Horowhenua District, which accounts for the specific circumstances of the district including COVID-19 impacts and migration. These projections have been used for long-term growth and transport planning in the district, including:

- The HDC Long Term Plan, which adopted Sense Partners' 95th percentile
- Ōtaki to North Levin Detailed Business Case, which adopted Sense Partners' 75th percentile

By 2040, Horowhenua District could have a population ranging between 37,000 to 60,000 people, according to both Stats NZ and Sense Partners projections. In lower growth scenarios, the population is expected to peak roughly around 2040, growing by about 3,000 people. However, higher growth scenarios see steady or accelerated growth from 2040 onwards. In the highest growth scenario (95th percentile, Sense Partners), Horowhenua could gain 26,000 people across the district by 2040.

Overall, while a degree of uncertainty remains about the future population of Horowhenua, there is a still a need to strategically plan for these scenarios and invest in transport upgrades which align with growth.

These population projections are shown in Figure 9 below.

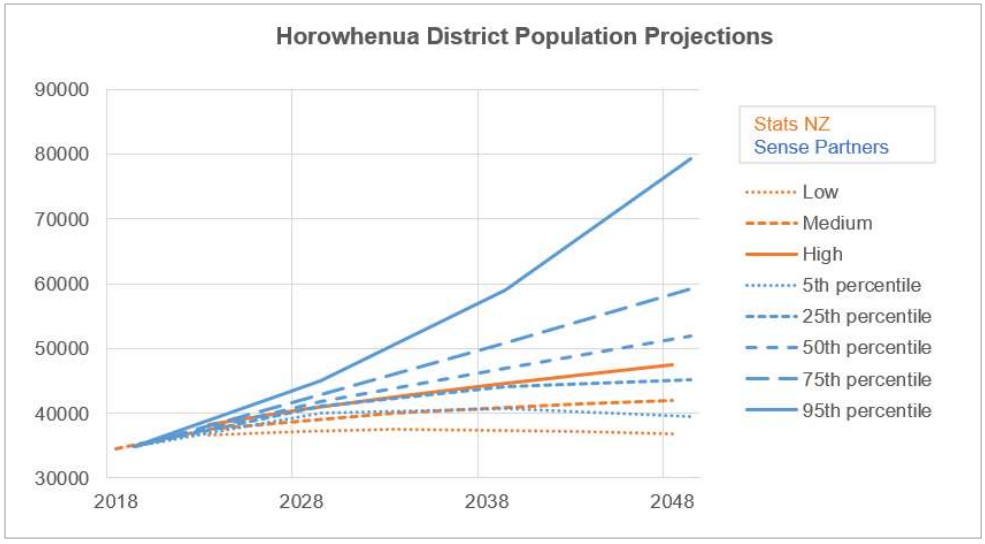


Figure 9. Horowhenua District Population Projections. (Sources: Stats NZ and Sense Partners).

[15] Sense Partners – Horowhenua Socio-economic Projections, May 2020 (Horowhenua Growth Strategy 2020, 2022 update)

[16] Statistics NZ: https://nzdotstat.stats.govt.nz/wbos/Index.aspx#

13

Housing Growth

Horowhenua District currently has 15,780 existing households[17] according to the 2018 Census.

As discussed in section 2.1, assuming the highest population growth scenario, there may be a need to accommodate an additional approximately 11,000 households in the next 20 years. This requires 434 additional dwellings a year up until 2031, and 680 dwellings a year from 2031.[18] This is significantly higher than historic number of dwellings constructed per year (+349 and +595 respectively)[19].

In response to a potential high growth scenario, the Horowhenua District Plan includes proposed Plan Changes (PC) which identifies preferred areas for future growth. The current plans indicate a preference to develop greenfield land for more attractive and higher yield development in the district, in Rural Zones or Greenbelt Residential Zones. These proposed growth areas are shown in Figure 10.

Overall, there is still a degree of uncertainty about the future housing demand of Horowhenua. However, if a high population growth scenario is realised, there is a possibility of a dispersed pattern of residential growth occurring across Horowhenua District.

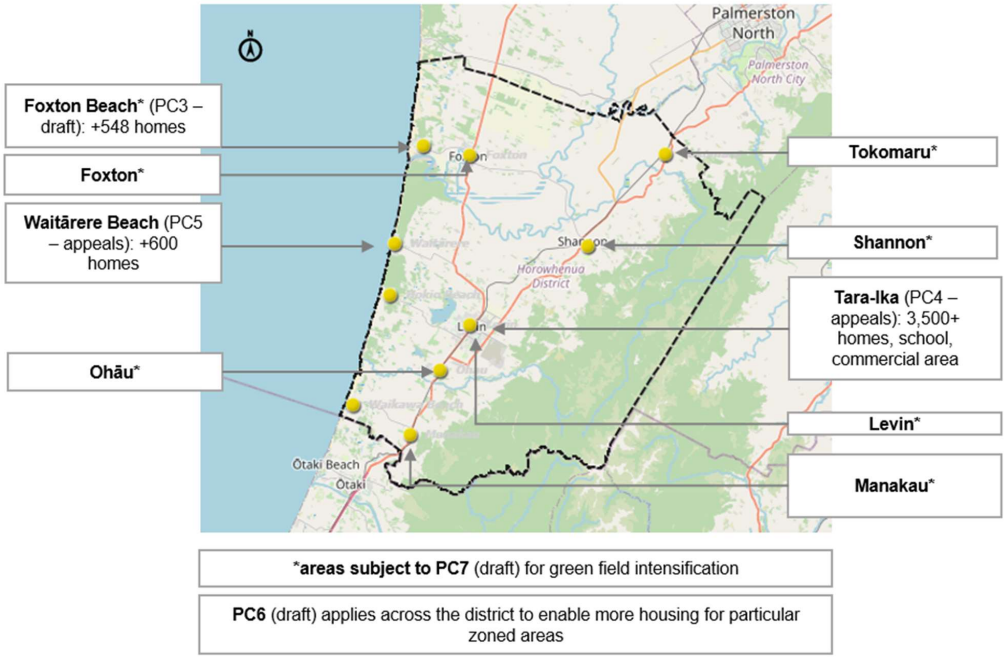


Figure 10. Areas for potential growth according to proposed plan changes (Based on info provided by Horowhenua District Council)

[17] Occupied, unoccupied and under construction

[18] Sense Partners – Horowhenua Socio-economic Projections, May 2020 (Horowhenua Growth Strategy 2020, 2022 update)

[19] Horowhenua District Council (2022). Horowhenua Growth Strategy 2040 (2022 update).

Increased Traffic on Local Roads

Key existing and future road corridors in Horowhenua include (also see Figure 11 below except for Rosyln Road):

- SH1 Oxford Street
- Liverpool Street
- Queen Street East
- Tararua Road
- Roslyn Road (potential future freight connection)

Local road traffic is expected to increase in the future. This is due to population and housing growth, as well as flow-on impacts of Ō2NL.

The Ō2NL Revocation PBC's programme of works assumes that traffic volumes on the to-be revoked section of SH1 and SH57 will fall following Ō2NL. This is based on modelling for the new Ō2NL highway and the revoked state highways following completion of the MacKays to Peka Peka Expressway and Transmission Gully Motorway.[20]

However, recent traffic modelling[21] suggests that traffic may still grow on the revoked state highways, even without Ō2NL in place. This is due to the potential population growth scenarios explored above. For instance, SH1 Oxford Street could see existing 2018 volumes of 12,000 – 21,000 vpd increase to 19,000 to 23,000 vpd at a medium population growth projection without Ō2NL in place.

This modelling also suggests that traffic volumes may increase significantly across all the key east-west local roads in Levin without Ō2NL. For instance, Tararua Road could see existing 2018 volumes of 1,000 to 4,000 vpd significantly increasing to 9,000 to 18,000 vpd by 2040 at a medium growth projection without Ō2NL in place. Therefore, it is likely that population and housing growth will result in flow-on effects on the existing local transport network. Existing traffic and future traffic projections on Levin's local roads and SH1 Oxford Street are shown in Figure 11 below.

[20] Stantec/Waka Kotahi (May 2022). Ō2NL Revocation Business Case

[21] Stantec. Ō2NL Expressway Traffic Model Update v22a (SATURN) which assumes medium (75th percentile) and high projections (95th percentile) from Sense Partners

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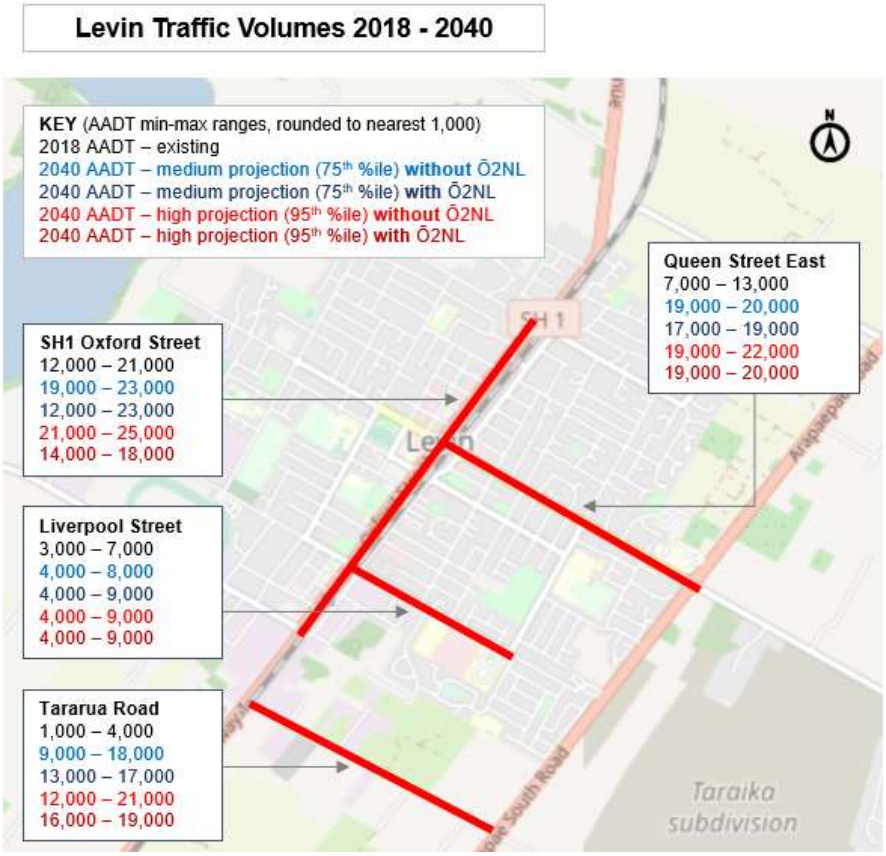


Figure 11. Existing and projected future traffic volumes in Levin (AADT sourced from Stantec).

Without Ō2NL in place, traffic is seen to radically increase; whereas whilst the effects of Ō2NL disperses this impact in different areas of the network, the range of existing local roads currently are not suitable to hold this volume without intervention.

As shown in Figure 12, these east-west local roads have relatively low volume and rural characteristics – particularly Liverpool Street and Tararua Road – making them unsuitable for the potential future volumes shown in Figure 11. These traffic volumes suggest high movement values on these east-west local roads, according to the One Network Framework Classification Guidance.[22]
Queen Street East and Tararua Road would move from roads with moderate movement significance (M3) to roads with significant movement (M2). SH1 Oxford Street would move from a road with significant movement (M2) to potentially major movement (M1), even with Ō2NL.

[22] Waka Kotahi (2022). One Network Classification Guidance: https://www.nzta.govt.nz/assets/Roads-and-Rail/onf/docs/ONF-classification-guidance-november-2022.pdf



Figure 12. Street view of existing Levin east-west links (Source: Google Street View, 2019)

3.2.2 Problem 2 – Implications of the Evidence

Overall, it is evident that the local road network may experience greater traffic volumes over time due to several drivers in the district. Without any intervention, this will compound the car dependency issue outlined in **Problem Statement One** while also increasing crash risk, as outlined below.

Crash Risk:

Over the past ten years, the Horowhenua District has consistently had crashes on the local road network with an average crash rate of 1.26 crashes per 1 million vehicle kilometres travelled per year.[23] According to NZTA Crash Analysis System (CAS), crashes on the local transport network account for almost half of all reported crashes across the entire Horowhenua District transport network including State Highways.

On local roads, the last five-year rolling average indicates a common rising trend of crashes – with a slight decline recorded in 2022 likely associated with COVID-19 impacts. This is shown in Figure 13.

[23]Based on Waka Kotahi Open Data for VKT for Horowhenua District and Crash Analysis System results between 2012-2022.

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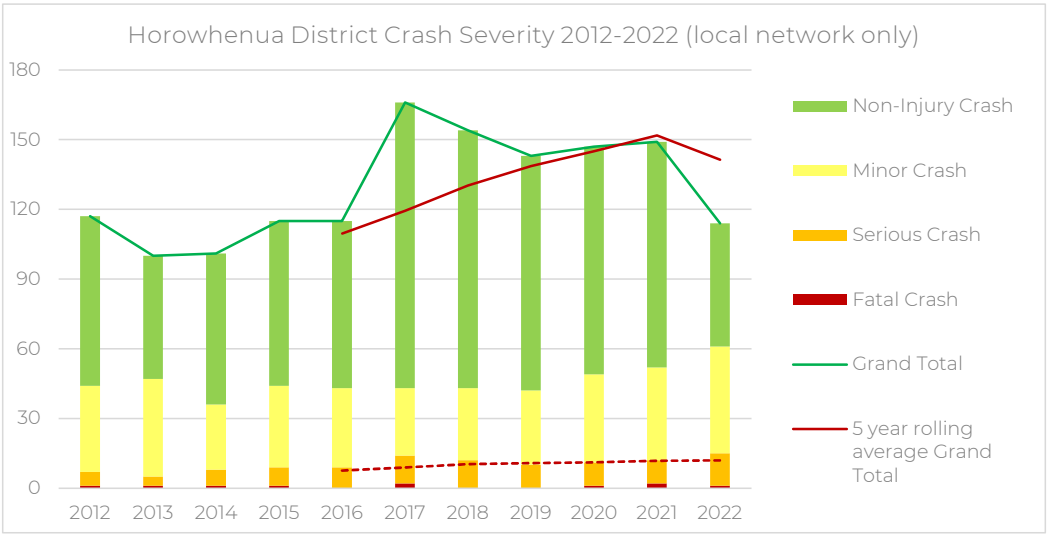


Figure 13. Horowhenua District Local Network Crash Profile (Source: NZTA Crash Analysis System)

In the past ten years, the most common reported crash type on local roads in Horowhenua included vehicles losing control at bends or head on crashes (30% of all recorded crashes), followed by rear-end/obstruction (23% of all recorded crashes), and crossing/turning (21% of all recorded crashes). This is shown in Figure 14.

This crash type profile is expected with the largely rural nature of many of Horowhenua District's local roads. The reported crash types are consistent with rural New Zealand environments. Most high severity crash types on non-motorway rural roads in New Zealand have historically been run-off road (lost control on bends and straights), head-on, and crossing/turning.[24]

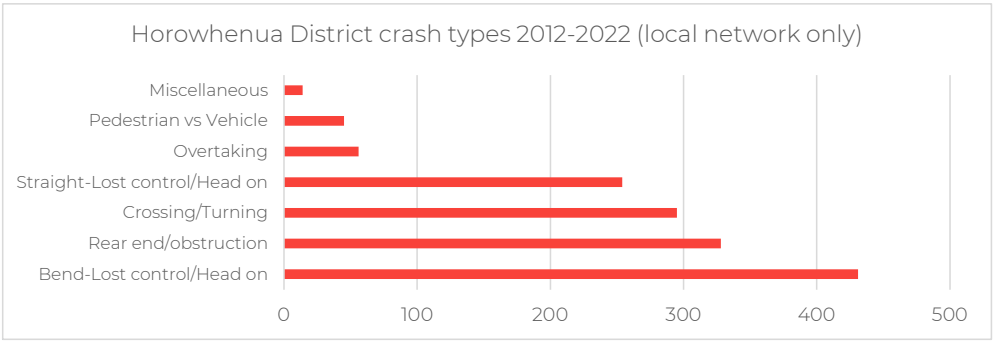


Figure 14. Crash types in Horowhenua local transport network 2012-2022 (Source: Waka Kotahi Crash Analysis System)

[24] Waka Kotahi (2011). High Risk Rural Roads Guide: https://www.nzta.govt.nz/assets/resources/high-risk-rural-roads-guide/docs/high-risk-rural-roads-guide.pdf

Like the rest of Horowhenua, though more urbanised, the crash profile for the key east-west links in Levin indicate similar crash trends. At Queen Street East, the main cause is from vehicles crossing through intersections. At Liverpool Street, the main causes are lost control at bends and turning related crashes. At Tararua Road, the main cause is lost control at straights and on bends.

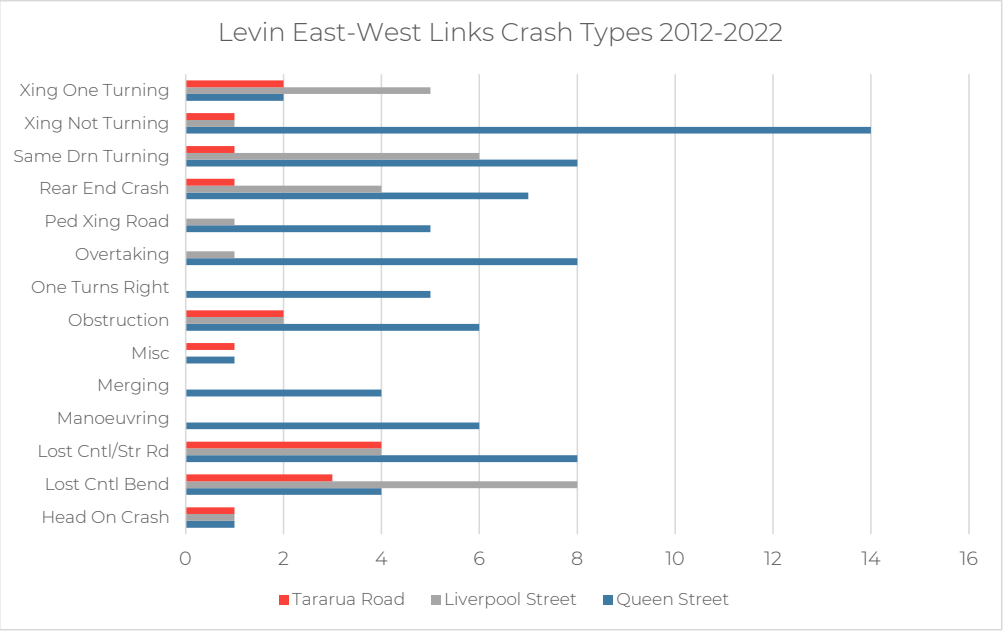


Figure 15. Crash Types on Key Levin east-west local roads between 2012-2022 (Source: NZ Transport Agency (Waka Kotahi) CAS)

However, with the projected increase in traffic and without any intervention, the number of crashes in the Horowhenua local transport network will likely increase. As shown in Figure 16, there is a correlation between number of crashes over the past ten years and the traffic volume on roads along the key east-west links in Levin. This is consistent with the known relationship between crashes and traffic flows at intersections. Therefore, as traffic volumes grow in Horowhenua District, the number of crashes is likely to increase.

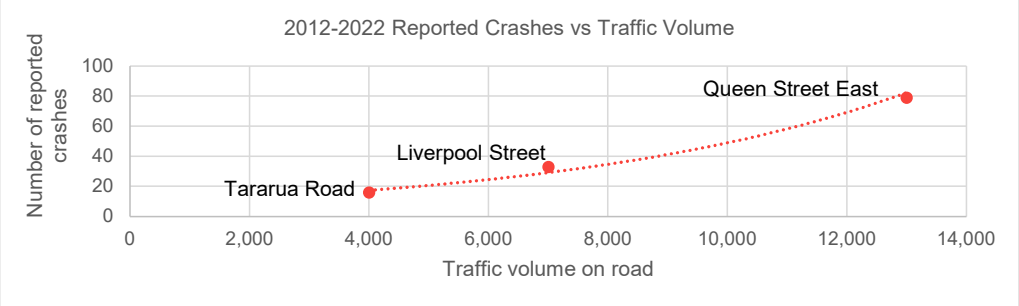


Figure 16. Relationship between recorded crashes and traffic volume on Levin east-west links (Source: NZ Transport Agency (Waka Kotahi) CAS)

19

Overall, with the projected increase in traffic and without any intervention to make road corridors more appropriate for the anticipated increase, the number of crashes are likely to worsen resulting in more of an unsafe environment for all road users in the Horowhenua.

3.3 Problem 3 - Strategic Road and Rail Corridors are Limiting Access

"Road and rail corridors are severing the community and limiting access to social and economic opportunities."

3.3.1 Problem 3 Evidence

North-South Severance from Key Road and Rail Networks limiting East-West movements

The key existing and proposed transport corridors in Horowhenua include the rail line, Ō2NL, and the existing state highway connections. These corridors provide regional north-south connectivity, as shown in Figure 17.

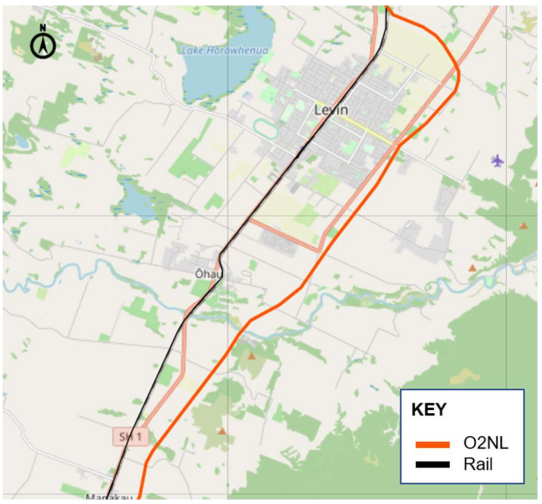


Figure 17. Regional Road and Rail network in Horowhenua

However, the strategic nature of these routes and the corresponding form the corridor has (road or rail) creates a barrier for local east-west movements. This is particularly so for more vulnerable users, such as people walking and cycling. The corridors can be difficult to cross given the high volumes of traffic, or limited safe crossing locations which tend to be positioned far from the intended desire line or destination.

Trips across the Horowhenua District are influenced by destinations such as work, education, healthcare and social or community amenities. These destinations are dispersed across the district in the urban areas rather than all being directly along the main north-south routes. For example, the main amenities in Levin exemplify how these destinations are spread across the township (see Figure 18).



Figure 18. Levin Key Amenities.

At present, lack of connectivity between the east and west side of these north-south corridors is viewed as a barrier. This problem will be exacerbated over time as new north-south routes are introduced to the network. Further details on the effects of the north-south road and rail network are outlined below.

Road Network

The road network in Horowhenua District creates barriers to:

- Connectivity and accessibility through severance issues associated with north-south corridors including SH1 and Ō2NL.
- Projected capacity issues along east-west local road links, and
- Provides a lack of infrastructure to support multi-modal movements.

At present, local communities bisected by SH1, including Ōhau[25] and Manakau[26], have identified issues such as:

- Dangerous local intersections with SH1;
- Difficulties faced by people trying to get from properties on the eastern side of SH1 to the Manakau Store, cafes/shops or the Manakau Domain;
- People trying to get from Waikawa Beach Road to Manakau School or other facilities (including shops on the western side of SH1); and
- Speed of vehicles travelling through Manakau.

The issues identified through Levin town centre, Ōhau and Manakau are outlined to be addressed through the State Highway Revocations business case via master planning for these areas. However, this PBC does note that Ō2NL may cause similar impacts to the most rural

[25] Horowhenua District Council (October 2020). Ōhau Community Plan.

[26] Horowhenua District Council (October 2020). Manakau Community Plan.

communities, causing east-west segregation including around Tararua Road which is signalled as a growth area. While this PBC will not contribute to the design of Ō2NL, there is an opportunity to improve the surrounding local transport network to address its flow-on effects and ensure that the local network compliments the upgrades made to the north-south routes.

In addition, capacity is expected to increase along the key east-west local road links in Levin which support local travel, such as Tararua Road, Queen Street and Liverpool Street. However, without any intervention, these roads are likely to become increasingly constrained by congestion as explained in Problem Statement Two. This increased congestion has a negative impact on access to amenities, impacting both productivity and liveability.

As outlined in the Levin Network Operating Framework Report, these routes have been identified as primary pedestrian and cycling routes. The NOF outlines a desire to have the town centre as a place to encourage movements of pedestrians through improving walkability and having traffic calming measures in place for safety purposes. However, high levels of traffic can limit these types of movements.

Furthermore, the level of service and choice for multi-modal options throughout the district are limited. In the urban areas, like Levin, where there is a desire to provide greater accessibility, many of the east-west movements are broken up by the main north-south routes. Where there are limited formal crossing opportunities along these main roads, and rail corridors, the crossing location may be lay outside a desire line and can vastly increase the journey lengths. Along Cambridge Road, rail crossings can be up to 1km apart. Whilst more of a minor inconvenience for vehicle traffic, this added distance for active mode users can be the difference between someone choosing to walk or cycle and not. These issues worsen the car dependency issues highlighted in Problem Statement One.

Rail Corridor

The North Island Main Trunk railway (NIMT) provides a north-south connection through the Horowhenua District via rail. While the NIMT currently supports mostly freight, it also serves the Capital Connection commuter service connecting Palmerston North, Horowhenua, and Wellington. This provides vital links to many employment, educational and other opportunities not available within Horowhenua District[27].

However, the rail line acts as a barrier for people travelling east-west through Horowhenua. Aside from bridges and underpasses, there are several level crossings at Shannon, Levin, Ōhau, and Manakau which bisects road access for towns east and west (as shown in Figure 19).

[27] Stantec/Greater Wellington Regional Council. (2019). Lower North Island Longer-Distance Rolling Stock Business Case.

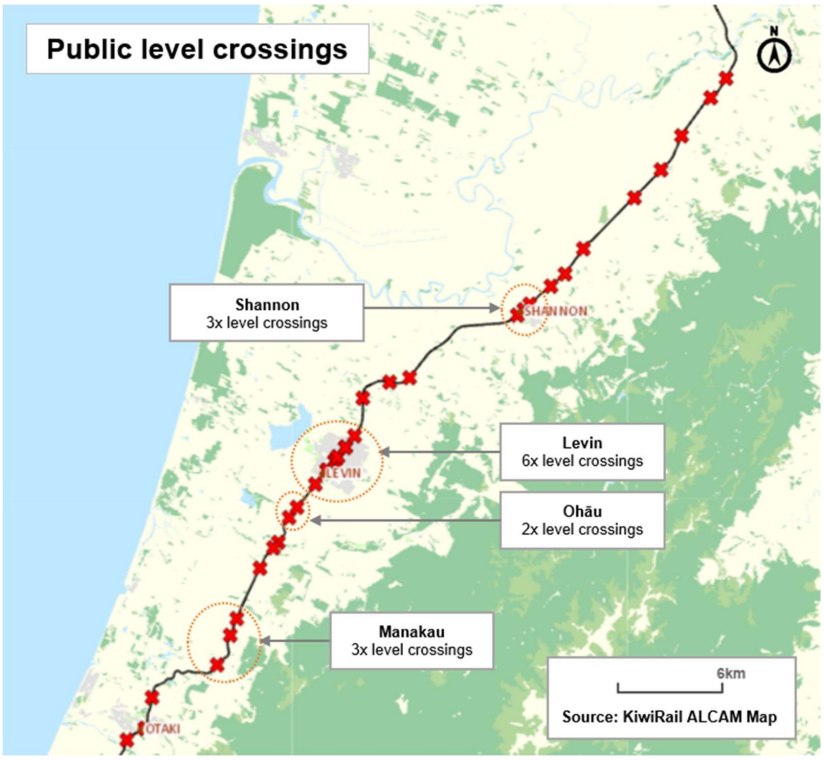


Figure 19. Public Level Crossings Locations

The spacing of these level crossings vary across the network. In urban areas, spacing of the level crossings can become an issue due to lack of east-west connections, particularly for people walking and cycling. These spacing gaps are shown across the district, with up to a 1km gap in Levin (between Tararua Road/Cambridge Street and Liverpool Street); 500m gap in Manakau (along Honi Taipua Street); and a 500m gap in Shannon (via Nathan Terrace) between level crossings. These spacings result in longer distances having to be taken to cross the rail network.

Furthermore, the level crossings also impact non-motorised users. As outlined previously, severance impacts active mode users along east-west connections due to the major north-south routes such as the rail network. For example, the existing level crossing at Liverpool Street in Levin is viewed to cause crossing severance through additional travel time compared to the direct distance and can be seen to be unsafe due to lack of fencing and automatic gates.

The need for installing safety improvements for active modes at level crossings will be provided by the preferred programme for the Wellington Regional Rail Business Case. This Business Case will investigate rail network segregation through installing automatic gates on all pedestrian level crossing and providing cycle changing facilities at stations.[28] However, the Wellington Regional Rail Business Case does not address the wider local road improvements needed to

[28] Greater Wellington Regional Council. Wellington Rail Programme Business Case (July 2022).

23

support active mode journeys, such as cycle lanes or path widening, which will be addressed in this PBC.

The existing level crossings in Levin are shown in Figure 20.



Figure 20. Levin Rail Crossings (Source: Google Street View, 2019)

24

In addition to severance, there is a wider issue of safety the level crossings. The collective safety risk at level crossings is expected to improve from improvements associated with Ō2NL and the Revocation work, except for the crossings at Liverpool Street and Tararua Road[29] which see a notable increase in AADT[30].

3.3.2 Problem 3 – Implications of the Evidence

Impact on Access to Social and Economic Opportunities

The poorly connected local transport network can restrict social and economic opportunities by affecting people's access to key destinations and amenities, including schools, work, community facilities, supermarkets, healthcare, and public or community facilities.

The impacts of car dependency explained in **Problem Statement One** are compounded by the impacts of the poorly connected and disjointed transport network. If east-west connections are restrictive, particularly to those most vulnerable, pedestrian and cyclist movements will become less desirable. As a result, those who rely on non-private vehicle movements will be restricted to amenities access, causing wider social segregation.

Anticipated changes in the district may also worsen the impacts of this poor connectivity. For instance:

- 35 km of new double track for a higher frequency of long-distance rail services between Ōtaki to Shannon, as part of the Wellington Rail Programme Business Case.[31] This may further impact east-west road connectivity in the district, especially regarding pedestrian and cyclist movements across these tracks if grade-separation is not implemented. The status of updating these level crossings is currently unknown, as consultation is required with KiwiRail which is separate to the scope of this PBC.
- Freight is anticipated to increase in coming years as industrial growth is planned for the Tararua Business Park. Key internal freight movements in Levin are planned for central, west and southern Levin. This will put further pressure on east-west movements such as Tararua Road, which currently does not provide direct connectivity across the main north-south routes.

Without improvements to the road and rail corridors to provide safe and direct connectivity for east-west movements (for active modes), there are likely to be lost opportunities to provide greater travel options, minimise community severance, and maximise accessibility to social opportunities. Similarly, there may be lost economic opportunities for the transport network to effectively support freight demand.

[29] Ōtaki to north of Levin highway project - Final technical assessment A - Transport (nzta.govt.nz). As part of the O2NL project there will be improvements to the intersection of Tararua Road and Oxford Street (existing SH1), including improvements to the rail crossing. At the time of this business case, the details of this work are unknown.

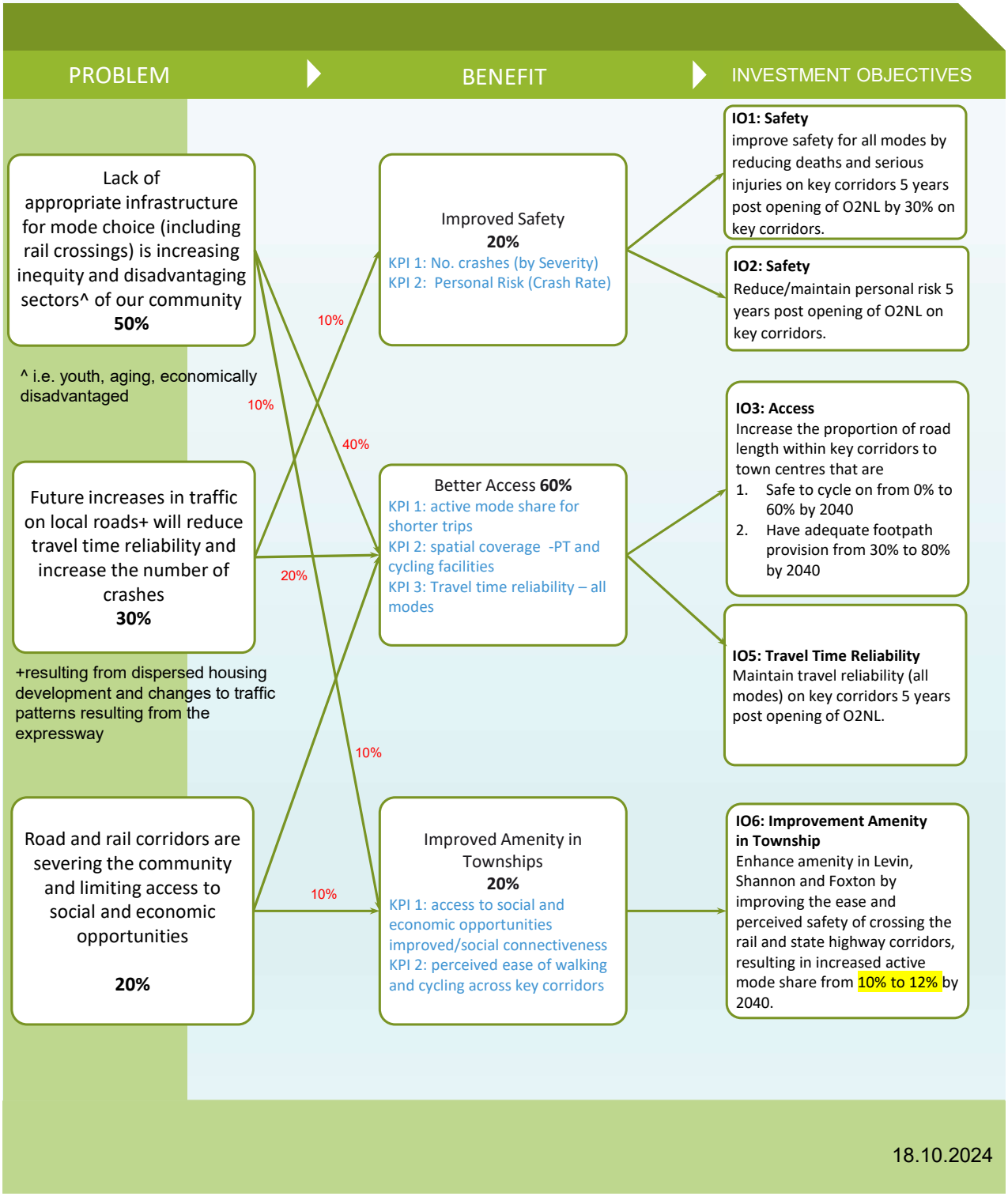
[30] See Problem Statement Two.

[31] Greater Wellington Regional Council. Wellington Rail Programme Business Case (July 2022).

APPENDIX B: INVESTMENT LOGIC MAP

An Integrated Transport Network For Our Current and Future Community

Addressing the Growth of the District and Changes in Travel Patterns Resulting from the New Expressway



APPENDIX C: POLICY FRAMEWORK AND ROLES AND RESPONSIBILITIES

Technical note

Policy Framework and Roles and Responsibilities

Date	12 November 2024
File/Ref	1-C2327.00 – Horowhenua Load Road Network PBC
Subject	Policy Framework and Organisational Overview

1 Introduction

This technical note provides an overview of the policy framework within which the Horowhenua District Council Local Road Network Programme Business Case (PBC) will sit, and the relevancy of each. The technical note concludes with an overview of the roles and responsibilities of key partners involved with a stake in the delivery of the recommended programme.

2 National and Regional Policy Alignment

This section summarises the national and regional policy context, identifying how the policy outcomes align with PBC objectives, as summarised in Table 1.

The common messaging that can be related to Horowhenua from these documents are:

- There is a focus on creating a network with urban development which is well connected and improves transport choice, contributing to economic growth outcomes
- There is a focus on improving safety, and creating transport environments that are appropriate and positively contribute to safety outcomes.
- There is a focus on reducing Vehicles Kilometres Travelled (VKT) and associated positive benefits on climate change through a shift to more sustainable modes.

Table 1. National and Regional Policy Alignment

Document	Intent	Alignment with PBC
National Plans		
Government Policy Statement (GPS) of Land Transport 2024/25- 2033/34 New Zealand Government	Details the land transport strategy and how investment from the Fund will contribute to the overarching government outcomes. The GPS further supports and guides those who are planning, assessing and making decisions on funding investments throughout the next decade (2024/25- 2033/34)	The objectives for this PBC align with the following strategic priorities in the GPS: • Safety: Improving road safety outcomes as part of the PBC aligns with the Government's desire to reduce deaths and serious injuries on our transport networks. • Economic Growth and Productivity: this project will ensure economic productivity is

1

Document	Intent	Alignment with PBC
		maintained through improved access and travel time reliability
Emissions Reduction Plan Ministry for the Environment	National level strategies, policies and actions to achieve emission reduction over the next thirty years (2020 – 2050).	This PBC aligns with the key action "Reduce reliance on cars and support people to walk, cycle and use public transport" by providing sustainable transport options to create mode shift. It also supports Target 1 – Reduce total Vehicle Kilometres Travelled (VKT) by the light fleet by 20% by 2035 through improved travel options in Horowhenua.
Road to Zero 2020 – 2030 Ministry of Transport	Road to Zero represents the national strategy to direct road safety improvements within the next 10 years (2020 – 2030).	Strongly aligns with Principle 4: "We have a shared responsibility for improving road safety" by improving road safety for all road users; and Principle 6: "Our road safety actions support health, wellbeing and liveable places" by proposing high quality infrastructure in this PBC.
Transport Outcomes Framework Ministry of Transport	The framework communicates national outcomes for the transport system, and what the government aims to achieve.	Supports mode neutrality by including all modes of transport and planning for a wider range of investment and solutions.
Keeping Cities Moving 2019 NZ Transport Agency Waka Kotahi (NZTA)	Details how NZTA will address car dependency and create a transport system with improved travel options in urban environments.	This PBC supports the objective to make shared and active modes more attractive and to influence travel demand and transport choices
NZ Transport Agency (Waka Kotahi) Arataki Version 2 NZTA	NZTA's 10-year overview of key outcomes that need to be delivered in the land transport system.	There are three step changes identified in Arataki that this PBC strongly aligns with: • Transform urban mobility: Proposed improvements will foster mode-shift • Tackle climate change: Improving efficiency in freight connections and mode-shift to low/zero-carbon modes. • Support regional development: Improving access to social and economic opportunities

Document	Intent	Alignment with PBC
Regional Plans		
Horizons Regional Council Regional Land Transport Plan (RLTP) 2021-2031 Mid-term review (2024) Horizons Regional Council	The RLTP outlines a 10-year strategic direction for regional priorities and investments, including within the Horowhenua District. A mid-term review was undertaken, and then adopted in June 2024, to reflect changes in government priorities and regional needs for land transport. This resulted in: • A greater focus on improving the transport system to better support a connected, accessible and resilient transport network • Ensuring climate change and resilience improvement underpins all projects put forward	This PBC will outline a package of works which will address the changes in the network. The RLTP allocates $65.9m for revocation of the existing state highway corridor, including upgrading and making revoked State Highways fit for purpose, as part of the local road network. This work has a regional priority ranking of 2.
Horizons Regional Council 2024-2034 Long Term Plan Horizons Regional Council	The plan sets out the long term social and infrastructural vision for the region.	This PBC aligns with the community outcome to achieve effective transport networks by providing alternative transport choices.
Manawatu-Whanganui Climate Change Action Plan Horizons Regional Council	This plan identifies the approaches that local councils in the Manawatu-Whanganui region will take to address climate change.	This PBC strongly aligns with the aim of increasing alternative transport options.
Wellington Regional Growth Framework (WRGF) WRGF	The WGRF is a collaboration between central, regional, and local councils and Iwi, to outline a strategic and spatial long term growth vision for the wider region The WRGF identifies Horowhenua as a key part of Wellington's housing solution, given the land space and proximity to other centres.	This PBC assumes population projection is set to occur at high levels and the associated populations will need to be planned for through a programme of works to support the local network.

Document	Intent	Alignment with PBC
District Plans		
Horowhenua Long Term Plan 2024-2044 (LTP) Horowhenua District Council (HDC)	The LTP outlines the long-term vision for Horowhenua and how the activities will be funded. The LTP acknowledges the growth challenges expected in the district, and outlines HDC's proactive approach for supporting growth, including at a regional level, with Horowhenua being identified as a key part of WGRF. Ōtaki to North Levin (Ō2NL) is acknowledged as a transformational transport project, requiring changes to the local transport network to manage demand.	This PBC aligns with the intent of the long-term plan, particularly with regards to supporting the significant anticipated growth within the Horowhenua District, and in response to changes in the wider transport network (including Ō2NL).
Horowhenua Growth Strategy 2040 (updated 2022) HDC	First adopted in 2018, the Growth Strategy has been updated periodically, and is used to inform decisions around how, when, and where to accommodate projected growth. Significant increases in population and housing projections prompted review in2021/22, in which HDC adopted a 95th percentile growth scenario.	This PBC assumes population projection is set to occur at high levels over the next 20-years, and that transport infrastructure will be integral to support the district's growth
Horowhenua Infrastructure Strategy 2024-2044 HDC	The Horowhenua Infrastructure Strategy supports the LTP, identifying infrastructure requirements needed to accommodate future growth.	This PBC assumes population projection is set to occur at high levels over the next 20-years, and that transport infrastructure will be integral to support the district's growth
Horowhenua Land Transport Activity Management Plan (TAMP) 2024 HDC	The TAMP gives an overview of how HDC will manage transport activities, assets, and services, in an efficient, safe, reliable, and sustainable manner for the community. A way for HDC to demonstrate responsible management of transport assets, and determines funding of assets for now and future	This PBC aligns with the outcomes sought through TAMP, addressing several of the key problems identified as part of the TAMP's investment logic map (safety and active travel).

Document	Intent	Alignment with PBC
Horowhenua Shared Pathways Strategy 2016 HDC	Outlines the District's strategic framework for a shared pathways trail network linking major communities	The PBC supports improvements to walking and cycling across the district, intending to take a holistic approach

2.1 Interrelated Work

Previous work which inter-relates with this PBC is also detailed in the following sections.

2.1.1 Horowhenua Integrated Transport Strategy (HITS)

The Horowhenua Integrated Transport Strategy (HITS)[1] was developed in 2020 and details the future transport vision for the Horowhenua District. The plan outlines the investment needed to achieve a more comprehensive multi-modal integrated transport network, and has developed five aspirational transport principles:

- A safe and functional land transport system
- An innovative transport system
- An integrated transport system
- A sustainable transport system
- A thriving, growing, and healthy Horowhenua community

The strategy further details seven strategic focus areas that support the overarching vision for integrated transport in Horowhenua, supporting plans which relate to the introduction of Ō2NL. These focus areas are:

- Safety improvements
- Improved network resilience
- Increased and improved public transport choices
- Increased and improved active transport choices
- Improved freight and logistics connections
- Urban area improvements – Levin town centre and other settlements.

The principles and the focus areas outlined in HITS will be considered throughout this PBC, with cohesive strategic alignment.

2.1.2 Levin Network Operating Framework

The Levin Network Operating Framework (NOF) identifies the land use and transport problems faced in Levin and provides a framework for transport investments in Levin in the next 10 years considering the transport network post-Ō2NL.

This work provides a basis for the strategic objectives for transport investment in the Levin area, and specifies routes for pedestrian, cycling, public transport, general traffic, and freight

[1] HITS 2040 Vision: hdc-horowhenua-integrated-transport-strategy.pdf

movements. This PBC will utilise information from the NOF and use this as a blueprint for components on the desired outcome.

3 Roles and responsibilities

This section outlines the organisational overview and responsibilities required for the 1) the delivery of this PBC (section 3.1), and subsequent to the endorsement of the PBC, 2) the delivery of the affordable 10-year programme (section 3.2).

3.1 Delivery of the business case

This section outlines the key partners to the business case who will have a responsibility for delivering on the investment and explains the approach adopted for identifying key stakeholders who have an interest in the expected outcomes or can influence the investment proposal.

HDC are the key investment partner for this PBC. However, it has been recommended through the approval of the Point of Entry (endorsed in February 2023) that a Project Steering Group (PSG) be established to oversee the PBC.

The PSG included representatives from:

- HDC as programme owner
- NZ Transport Agency as funding partner
- Horizons as owner of regional (transport) policy and public transport operator

The inter-relationship of these organisations and other key stakeholders are summarised in Figure 1. Detailed descriptions of their roles and responsibilities are provided in

Table 2.

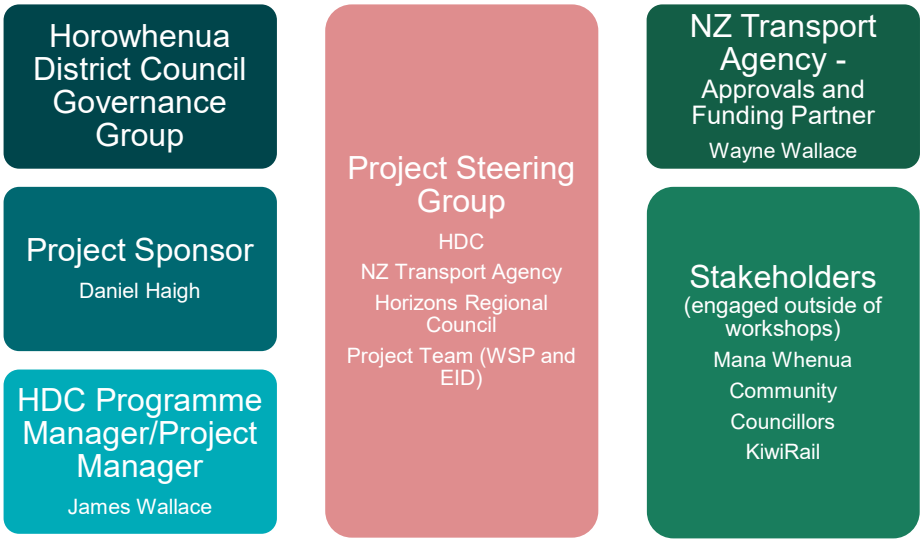


Figure 1 Interrelationship of partners for the project

Table 2. Roles and responsibilities for the PBC

Investment Partner	Focus Area
Horowhenua District Council (HDC)	HDC is responsible for planning, maintaining, and operating the local road and active mode networks within Horowhenua. Its responsibility also covers provision of key public transport infrastructure, such as bus stops and bus lanes. HDC is an Approved Organisation under the Land Transport Amendment Act 2003. As such, along with Waka Kotahi, HDC is a co-investor in the road and active mode transport system of Horowhenua. Its investment processes are identified through its long term and annual planning processes as well as through regional land transport planning processes. It is noted that any investment proposed by this PBC would ultimately need to be included in these plans and processes in order to be advanced.
NZ Transport Agency Waka Kotahi (NZTA)	Under the Land Transport Amendment Act 2003, NZTA is responsible for planning, operating, and maintaining the state highway network through the national land transport plan. A key focus for NZTA is on providing an integrated land transport system to help people get the most out of life and to support business. It has identified three strategic responses in order to deliver value for New Zealand: • A system response • A people-centric response • A community response As an investment partner to this PBC, NZTA is interested with the extent to which any investment from the national land transport plan creates a safe, resilient, well-connected multi-modal transport system. As such, NZTA will be a co-investor in any transport improvements recommended by this PBC. NZTA is also immediately concerned with how the emerging preferred programme will integrate with the operations of the new Ō2NL corridor, revocation, and the wider state highway system. NZTA are responsible for ensuring that revoked State Highways are fit for purpose given their new function. Meaning NZTA are responsible for the suitability of the revoked SH1 through the district with the opening of Ō2NL.
Horizons Regional Council (HRC)	HRC is the lead agency for the provision of public transport services within the Horowhenua region. It is responsible for developing and operating Horizons Regional Land Transport Plan and Public Transport Plan and Wellington Transport Strategy Model. HRC will therefore be a key public transport investment partner for this PBC.
KiwiRail	KiwiRail is responsible for planning, maintaining and operating rail infrastructure in the Horowhenua region. In addition to obtaining funding through commercial sources for its rail infrastructure, KiwiRail secures funding through the national land transport programme. Key focus area will be in the specific projects within the recommended package of works that directly relate to KiwiRail, such as addressing level crossings in the district.

Mana Whenua	Horowhenua District has tribal boundaries with the following iwi: • Muaūpoko • Ngā Wairiki Ngāti Apa • Ngāti Raukawa ki te Tonga • Rangitāne They have a physical and spiritual connection to the land/area within Horowhenua District and see people and the environment (including the transport network) as closely inter-related. They share with HDC a strong interest in maintaining and protecting the environment as well as developing the economic future of the area[2] (ref 1). The local iwi and hapu are an active part of the community and have been consulted with during the development of the programme. Horowhenua District Council recognises the importance and special position of tangata whenua within the region and have kept the local iwi up to date with the development of the PBC. Key focus areas will be in the specific projects within the recommended package of works that directly relate to mana whenua.

3.2 Delivery of the affordable 10-year programme

This section outlines the key roles that will be required for the delivery of the affordable 10-year programme following endorsement of the PBC. The combined governance structure and delivery model is illustrated in the section below Figure 2.

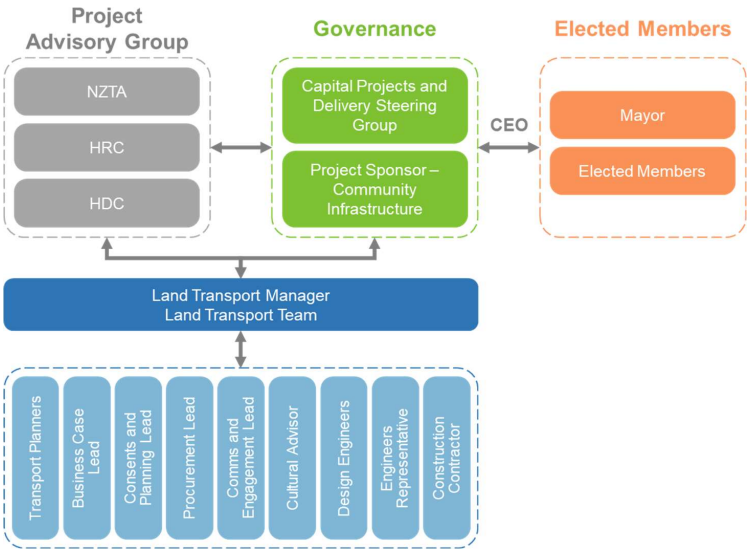


Figure 2: Preferred Programme – Delivery Model and Governance Structure

[2] https://www.horowhenua.govt.nz/Council/AboutCouncil/Iwi-Relationships
https://www.horowhenua.govt.nz/Council/About-Council/Iwi-Relationships/Partnerships

The key roles that will be required for the delivery of the affordable 10-year programme are outlined in Table 3.

Table 3: Key Roles and Responsibilities – affordable 10-year programme Delivery

Role	Responsibility
Mayor	The Mayor will provide leadership and direction to ensure that the programme's outcomes align with the community's needs and goals. The Mayor will also be instrumental in engaging with the community throughout the delivery of the affordable 10-year programme, helping to build support and ensure that the desired outcomes are clearly understood. The Mayor sits on the Regional Transport Committee and is therefore responsible for Championing the PBC outcomes in the Regional Land Transport Programme.
Elected Members	Elected members will make important decisions regarding the affordable 10-year programme. They will represent the public in all decision-making processes
Chief Executive Officer (CEO)	The CEO will ensure that affordable 10-year programme aligns with the Council's overall strategic direction. The CEO will provide guidance and support to the Group Manager of Community Infrastructure, ensuring this direction is communicated to the wider team
Capital Projects and Delivery Steering Group (CPDSG)	The CPDSG will mainly provide governance and strategic direction for decision-making. They will ensure that effective risk management is implemented at a strategic level to support the project team. Additionally, the CPDSG will assist in engaging with stakeholders to ensure the project is clearly communicated. They will also be involved in making decisions about any changes to the affordable 10-year programme
Group Manager – Community Infrastructure	The Group Manager of Community Infrastructure will act as the programme sponsor. They will be the main link between the project team and the internal CPDSG, where progress on the preferred programme will be reported. The project sponsor will help choose the core team members, define success criteria, and will be responsible for ensuring the affordable 10-year programme is delivered successfully
Land Transport Manager	The Land Transport Manager will guide the project team on how to deliver the programme and will keep an eye on key risks. One of their main responsibilities will be to ensure the team has the right resources to successfully deliver the affordable 10-year programme
Land Transport Team	The Land Transport Team will assist the Land Transport Manager in delivering the projects within the preferred programme. This team is essential for making sure the goals of the preferred programme are achieved through successful implementation
Comms and Engagement	The communications and engagement team will be crucial in explaining the business case outcomes to the public. They will also provide updates on progress and highlight the benefits achieved through the programme's delivery

Role	Responsibility
Programme Delivery Support	The support for delivering the programme will mainly come from external service providers, including professional service providers and contractors. These resources will be needed to handle the technical aspects of the affordable 10-year programme that the internal team cannot manage
NZ Transport Agency	NZ Transport Agency will provide financial support for delivering the affordable 10-year programme and will be an important stakeholder consulted during the process. The new PAG proposed will be the main point of contact with NZ Transport Agency to ensure this support is effectively managed
Horizon Regional Council (HRC)	HRC will be an important stakeholder involved in delivering the affordable 10-year programme. They will collaborate with HDC to understand the details of the programme and ensure that any public transport (PT) improvements are aligned with the region's broader PT strategy. The proposed PAG will serve as the main point of contact with HRC to facilitate this collaboration.

APPENDIX D: PROGRAMME DEVELOPMENT PROCESS

Technical note

Programme Development Process

Date	17 October 2024
File/Ref	1-C2327.00 – Horowhenua Load Road Network PBC
Subject	Programme Development Process and Decisions

1 Introduction

This technical note describes the programme development process adopted for the Horowhenua District Council Local Road Network Programme Business Case.

The recommended programme will be an integrated package of transport improvement works needed over the coming decade on local roads for Horowhenua District Council.

The purpose of this technical note is to document the process undertaken, decisions made through the Project Steering Group (PSG) workshops and outcomes.

2 High level process summary

The diagram below outlines the process undertaken.

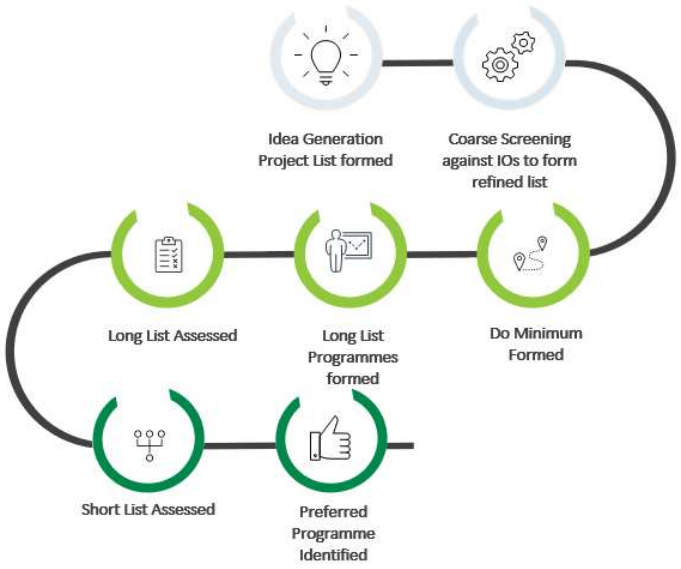


Figure 1: Programme Development Process

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2.1 Step 1: Long list Idea generation workshop

A long list idea generation workshop was held in May 2023 with key stakeholders. A long list of ideas were generated through review of existing projects and activities from the following documents:

- Horowhenua 2040 Blueprint
- Levin Network Operating Framework
- Horowhenua Integrated Transport Strategy

2.2 Step 2: Coarse Screening

An Early Assessment Sifting Tool was used to undertake a coarse screening of the long list of ideas, to remove any long list ideas that did not align with the project problem/opportunity statement or the investment objectives. Ideas were categorised as follows:

RED

- not within scope as committed through other programmes of work
- Not aligned to investment objectives of this PBC
- Not within direct control of HDC
- has already been delivered

YELLOW – project required for Horowhenua, but potentially out of scope as committed through other programmes or outside of HDC direct control. Further information is required to determine whether this would be recoded as red or green.

GREEN – to be included in the long list and explored further

The intent of the long list is to only include projects that would be delivered by HDC. However, if there are projects that would have material influence on an HDC programme that are delivered by others, then this has been included in the long list as a project HDC would "lobby or advocate" for. For example: *improved rail station facilities, increased bus frequences/services or change in bus routes, changes to the state highways.*

As such, the long list was refined. The figure below shows an example of the coarse screening undertaken in the workshop.

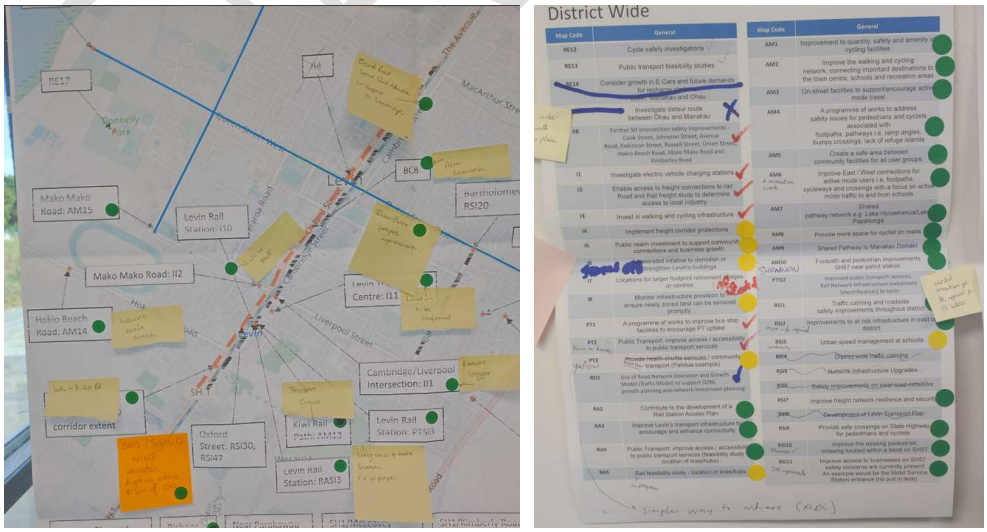


Figure 2: Images from the Idea Generation Workshop

2.3 Step 3: Do Minimum Formed

The Do Minimum is the minimum level of expenditure required to maintain a minimum level of service. The Do Minimum Programme is based on activities that are already committed and funded by Horowhenua District for the next three years and projects considered to be business as usual to maintain the status quo. This includes baseline safety, cycling, resilience, pedestrian, maintenance and road improvement projects. Projects are generally small in nature and the quantity of work that is delivered depends on the available budget allocated within the financial year[1]. The Do Minimum is largely based on the current HDC Long Term Plan (LTP). The Do Minimum Programme assumptions can be shown in Table 1[2].

Table 1: Do Minimum Programme Assumptions

	Do Minimum Programme Inclusions vs Exclusions
Inclusions	• Activities delivered by third parties, which have a high level of confidence (including Ō2NL, HRC's Regional Public Transport Plan, NZ Transport Agency's State Highway Improvement Plan). • Activities currently planned in HDC's Maintenance, Operations and Renewals programme[3]. • Activities currently planned in HDC's Low-Cost, Low-Risk (LCLR) improvements programmes. • Other relevant activities included in HDC's 2024 Long Term Plan. • Business As Usual (BAU) HDC transport planning activities.
Exclusions	• Ō2NL revocation works (this is being delivered by NZ Transport Agency through a separate business case and is it currently unknown what the preferred package of work will be delivered through project). • Any identified HDC activities which are undeliverable through Maintenance, Operations and Renewals or the LCLR programmes

2.4 Step 4: Forming the Long List of Programmes

Identify interventions for long list in line with investment objectives

The long list options were organised into categories representing the different types of ways in which the problems could be addressed, or the objectives met. The categories were:

- Infrastructure intersections
- Infrastructure corridor
- Education, Enforcement, engagement
- Speed management
- Mode specific interventions (PT (road and rail), Active modes)
- Rail Infrastructure specific measures
- Policy and Planning

Programme Development

In parallel with identifying intervention categories, the team identified dimensions of choice or alternatives. These are the fundamental choices that would be inherent within the alternative programmes and essentially, when council decides how can money should be spent. The dimensions of choice are:

[1] Typically, funded through the HDC LTP with co-funding and approval from the NZTA.
[2] Do minimum was updated following the final release of the 2024 GPS and the NLTP funding, which confirmed what activities will and will not be co-funded for HDC. Projects not funded, were therefore moved into the programme package of work.
[3] HDC have established and agreed a budget for a "business as usual" programme to the value of $3m per year. Without NZ Transport Agency funding, there is a budget shortfall of approximately $1.5m per year which means that Council will deliver at a slower rate.

- the extent to which the different investment objectives should be achieved
- the intervention types
- level of impact or effectiveness of the long list idea
- geographical spread – urban focused vs district wide activities

The long list of programmes represented different combinations of the above choices. The long list of programmes is summarised below. More detail about the content of each programme is provided on the following pages with a geographical representation indicating where the projects would be focused.

Table 2: Long List of Programmes

Programme	Aim of Programme
0	BAU - The current 3 year programme
1	Focus Safety - speed management and high risk areas (with other minor measures)
2	Access and better connectivity – district wide
3	Levin Focussed plus district wide safety improvements
4	District focussed i.e. all the little things district wide and critical safety improvements within urban centres

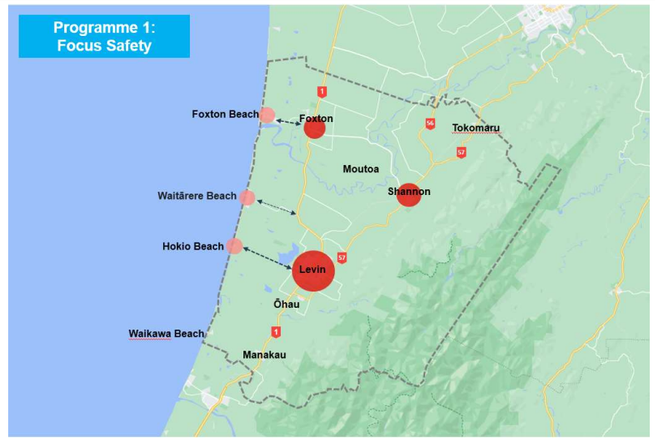
Behind each of these programmes is a list of projects that could be delivered. The long list programmes were developed at a strategic level.

DRAFT

Programme 1: Focus Safety - speed management and high risk areas (with other minor measures)

Money goes where ever the greatest safety benefit is i.e. Reduce the risk of DSI --> reducing speeds, impact of vulnerable road users

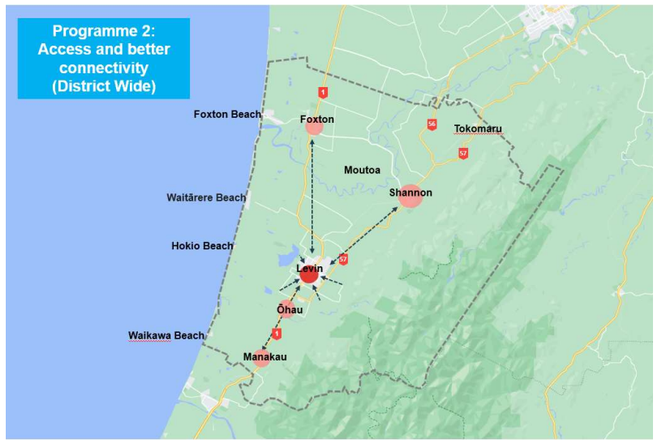
	Intervention categories						
Investment objective	**Infrastructure intersections**	**infrastructure corridor**	**Education, Enforcement,**	**Speed management**	**Mode specific interventions (PT, Active**		**Policy and Planning (could go into EEE)**
					Active modes	**PT (road and rail)**	
Safety	Transform high and medium risk intersections	Transform High Risk Corridors including changes to roadside hazards, changes to cross sections and alignments to ensure form of corridors are suitable for function	Targeted enforcement and education	Local Area Traffic Management around education centers and community hubs	Improvements to crossing facilities in high pedestrian zones or where evidence of high safety risk	Level crossing upgrades	
Access/connectivity - better transport choices		Freight by pass routes (higher severity crashes if on the wrong roads)					
Travel time reliability							
Amenity				Speed reduction in urban areas			



Programme 2: Access and better connectivity – district wide

enhancing ability for people to get to places. Rural to urban centres, access to education centres, rail station etc.

	Intervention categories						
Investment objective	**Infrastructure intersections**	**infrastructure corridor**	**Education, Enforcement,**	**Speed management**	**Mode specific interventions (PT, Active**		**Policy and Planning (could go into EEE)**
					Active modes	**PT (road and rail)**	
Safety	Improve intersections on key micromobility routes and in high pedestrian areas			Reduce speeds in high pedestrian and cyclist areas	Cycle safety interventions		
Access/connectivity - better transport choices	Intersection improvements to provide safe connections on key pedestrian and cycle routes	Freight Bypass routes	Marketing and Education Campaigns to remove barriers and increase uptake of micromobility		Create a network of safe cycle / micromobility facilities connecting important destinations i.e. education centres, town centres.	Improve bus stop facilities Infrastructure facilities to enable people to get to the station by all modes, including parking facilities	Parking management plans
Travel time reliability	Intersection improvements to address localised traffic delays	Improve resilience of key routes to outlying rural communities					
Amenity							



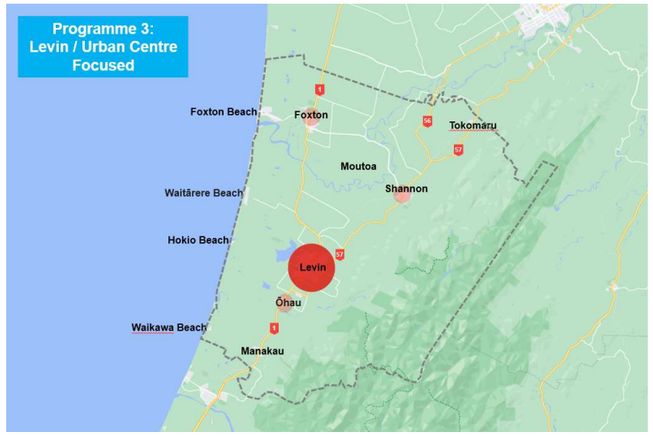
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Programme 3: Levin Focussed plus district wide safety improvements (critical)

money spent based on population spread. i.e. high population density in Levin, hence more money spent here

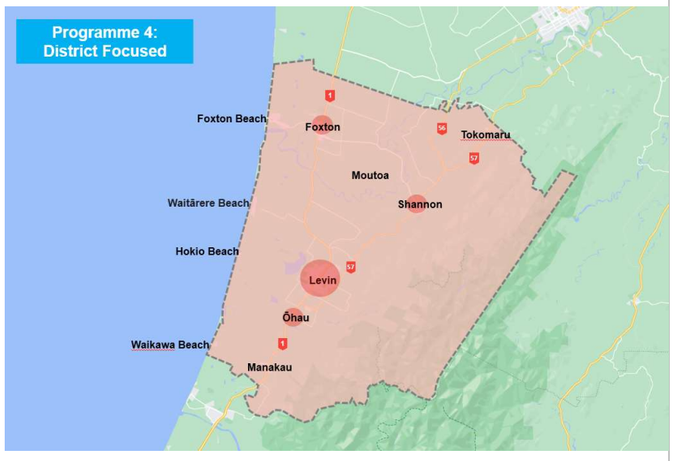
	Intervention categories						
Investment objective	**Infrastructure intersections**	**infrastructure corridor**	**Education, Enforcement,**	**Speed management**	**Mode specific interventions (PT, Active**		**Policy and Planning (could go into EEE)**
					Active modes	**PT (road and rail)**	
Safety	Transform high risk intersections district wide, transform medium risk intersections with Levin	Transform corridors to ensure the form of road to aligns with the function - within Levin (largely as a result of O2NL and east west connections)		Speed management within urban centres to align with change in form and function		Level crossing upgrades (within Levin)	Review road width standards to reduce maintenance
Access/connectivity - better transport choices			Marketing and Education Campaigns to remove barriers and increase uptake of micromobility in Levin		Create a network of safe cycle / micromobility facilities connecting important destainations in Levin i.e. education centres, town centres, retirement villages.	Improve bus stop facilities within Levin Infrastructure facilities to enable people to get to the station by all modes, Levin only	traffic management plans, parking plans
Travel time reliability		Freight by pass routes - HCVs on the right roads and efficient network					
Amenity					Create a transport network within Levin that is perceived as being safe and inviting		Town centre revitalisation/ master planning



Programme 4: District focussed i.e. all the little things district wide and critical safety improvements within urban centres

enhancements to wider district to enable connections. Money spread thinner with everyone getting some benefit but no major activities.

	Intervention categories						
Investment objective	**Infrastructure intersections**	**infrastructure corridor**	**Education, Enforcement,**	**Speed management**	**Mode specific interventions (PT, Active**		**Policy and Planning (could go into EEE)**
					Active modes	**PT (road and rail)**	
Safety	Transform high and medium risk intersections across the district - priority based on serverity/risk profile	Transform corridors to ensure the form of road to aligns with function within Levin (largely as a result of O2NL), improvments to rural roads/corridors, reduction in roadside hazards (of which are creating a safety hazard)	Education and enforcement specific to the rural community I.e. drink driving	Reduction in speed limits across the district where there is a known safety issue - signs and lines, RIAWs		Level crossing upgrades (district wide)	
Access/connectivity - better transport choices		Improvements to roads and infrastructure to get rural community to town centres - better connections through				Improve bus infrastructure across the district, lobby for PT services /shuttle services to increase	TMPs for rural schools and maraes
Travel time reliability							Freight management across the district
Amenity		Foxton and Shannon town centre improvements			Improved recreational active mode facilities across the district		Rural community facilities and improvements to town centres like Foxton and Shannon



6

2.5 Step 5: Long List Programme Assessment

MCA Scale and Evaluation system

The Multi Criteria Assessment (MCA) is a widely accepted method for presenting a range of competing information, in a clear and logical manner, and ultimately for helping to identify what is favourable and unfavourable about a particular option so a decision can be made about ranking any preferred option.

The MCA tool was used to inform both the long list and short list programme assessment. While most of the criteria were used for both assessments, assessments were undertaken to a different level of detail. Table 3 shows the MCA Criteria for the Long list and short list assessments.

Table 3: MCA Framework for Short and Long List Assessments

	Criteria	Included in Long List Assessment	Included in Short List Assessment
Investment objective (50%)	**Safety**: Improve Safety for all modes - reduce DSI	Yes	Yes
	Safety: Reduce/maintain personal risk		
	Access: Increase the proportion of road length within key corridors to town centres that are safe to cycle on and have adequate footpath provision		
	Travel Time Reliability: Maintain travel reliability on key corridors		
	Improvement Amenity in Townships: Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic		
Critical Success Factor (50%)	**Strategic Alignment**: - township realignment - supporting economic development strategy - GPS Alignment - HRC RLTP Alignment	Yes	Yes
	Value for Money: Consideration of the balance between costs and benefits, usually through cost–benefit analysis	Yes	Yes
Impacts and Opportunities	**Traffic and Transport – Ease of Constructability:** understanding the level of complexity, technical risks or practical considerations	No	Yes
	Social and Cultural Impacts: considers what community groups are disadvantaged and how the proposed changes could affect the community - transport infrastructure, population, employment and land use changes. Also how the programme changes the mobility needs and behaviours of the community.		
	Environmental Effects: Considers planning approvals, environmental effects and sustainability. Identifies if any projects would trigger resource consents		
	Degree of resilience on Revocation works or other projects: How dependent is this programme on the revocation works or other projects outside of the PBC scope? What is the degree of reliance: critical dependency vs supports / complements the programme.		

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Affordability is defined as the ability to fund the cost of programme option. It considers the whole of life costs and funding requirements and takes into account all potential funding sources, risks and uncertainties. Affordability has been identified as a critical success factor for the programme and considered in all phases of the programme option development.

HDC have advised that the indicative 2024 Long Term Plan budget (including NZ Transport Agency's contribution) for the delivery of the preferred programme is $34M from 2027 - 2038.

This amount has been broken down into two timeframes:

- Pre-opening of Ō2NL: $11M to deliver projects that are critical to the pre-opening of Ō2NL in 2029.
- Post opening of Ō2NL: $23M for the remaining programme of works.

Affordability as not been scored or rated as part of the MCA, but forms part of the decision-making process to select a preferred programme. It forms part of the benefit and cost trade-off discussions and provides stakeholders with the choice between options.

Each criterion was scored using a 7-point scale (-3 to +3).

Table 4: MCA Scoring Scale

-3	-2	-1	0	1	2	3
Significant adverse effect	Moderate adverse effect	Minor adverse effect	Neutral/ no change	Minor positive effect	Moderate positive effect	Significant positive effect

Long List Workshop

The Project Steering Group, consisting of HDC, NZ Transport Agency, Horizons Regional Council, and the Project Team (WSP and EID), met online on 25th July 2024 to discuss the MCA assessment of the Long List of Programmes and determine the short list of programmes.

The MCA scoring is provided in Table 5 below.

Table 5: MCA Results for the Long List Assessment

	Criteria	Do Minimum	Programme 1	Programme 2	Programme 3	Programme 4
Investment Objective	Improve Safety for all modes by reducing DSI	0	3	2	2	2
	Reduce/maintain personal risk	0	3	2	3	2
	Increase the proportion active mode facilities based on road length	0.5	2	3	1	2
	Maintain travel reliability on key corridors	0	1	2	3	2
	Improve amenity in townships	0.5	3	3	2	2
CSFs	Strategic Alignment	0	2	2.5	2.5	3
	Value for Money	1	0	1	2	2
Unweighted Scores		2	14	15.5	15.5	15
Rank		5	4	1	1	3

It was discussed that:

- The programme business case may include assumptions about interventions / improvements that will be delivered by others (e.g. NZTA or HRC) and may highlight recommendations for projects to be delivered by others. Where assumptions or recommendations are included, the business case team will highlight the links or dependencies with interventions for which HDC will be responsible. In some instances, the value in an HDC intervention will be reduced without accompanying partner interventions.
- The group were in agreement that the Do Min Programme is not considered a viable option but will remain in the PBC as a comparative option
- Sensitivity testing of the option evaluation was presented and discussed. Programme 2 consistently ranked the best. It was agreed that this programme would proceed into the short list.
- General agreement on merging programmes 3 and 4 into a new 'balanced approach' programme. Although it was discussed that only programme 2 should proceed as a standalone option in the shortlisting, when weighing up this hybrid programme against programme 2, the group agreed there was insufficient justification to differentiate between the two. Hence, the hybrid balanced approach programme would also proceed into the short list. This will also give decision makers more confidence in the PBC outcome.
- Although programme 1 is to be discarded, agreement to undertake a cost estimation as a side line activity to determine how unaffordable this programme is.

The PSG therefore agreed that Programme 2 and a hybrid programme (combination of Programmes 3 and 4) would proceed into the short list assessment.

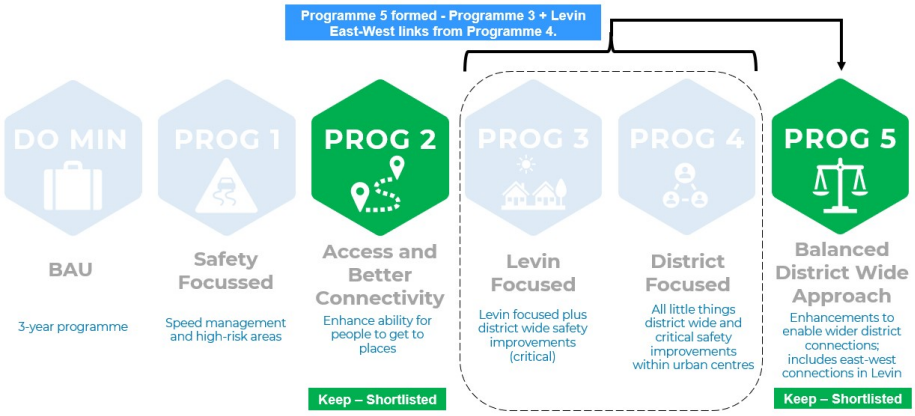


Table 6 is an MCA summary table that shows the relative performance of the two short listed programmes.

Table 6: Long List MCA of confirmed short list programmes

Criteria Type	Criteria	Programme 2	Programme 5
Investment Objectives	Improve Safety for all modes - reduce DSI	2	2
	Reduce/maintain personal risk	2	3
	Increase the proportion of road length within key corridors to town centres	3	2.5
	Maintain travel reliability on key corridors	2	2
	Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic	3	3
CSF	Strategic Alignment	2.5	3
	Value for Money	1	2.5

2.6 Step 6: Short List Programme Assessment

This step of the process sets out the rationale behind selecting the Preferred Programme. Figure 3 shows the factors that influenced the recommended choice between the two programmes.

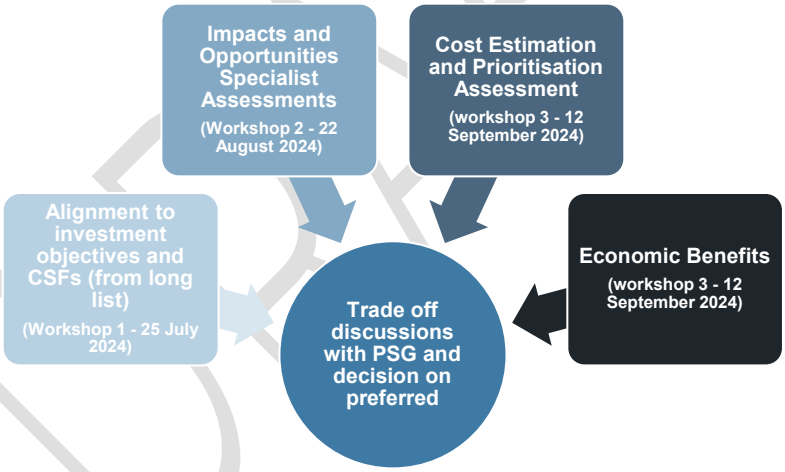


Figure 3: Short List Assessment Process

The PSG met for workshop 2 on the 22 August 2024 to review and discuss the impacts and opportunities. Key differences between the two short listed programmes are outlined below.

Table 7: Key differences between the short-listed programmes

	Programme 2	Programme 5
Key focus	District Wide focus on connections for economic growth and ability to get to work, school and community – rural is private vehicle and public transport, urban is active modes	District Wide focus on all investment objectives.
Reliance	38 projects - P2 has 15 projects on the wish list[4] that are delivered by others and form part of the programme solution and must be delivered in conjunction with the HDC projects	P5 has 5 projects on the wish list can largely be delivered independently of the HDC projects.
Key Corridors – East West Links	Improvements to accommodate O2NL and growth + Walking and Cycling - Freight remain on corridors	Improvements to accommodate O2NL and growth+ Through freight moved to Roslyn Road bypass – W&C
Amenity	Levin only focussed on W&C	in town centres – largely due to reduced through freight and specific improvements to Shannon and Levin and safety in Foxton

The PSG Group discussed the following when describing the programmes in detail.

- Projects that are desired to be delivered through the O2NL revocation package of works have been excluded from the assessment however considered from a reliance perspective. It was noted that details regarding O2NL revocations are still to be determined. NZTA are seeking funding to progress plans to enable the next phase to be developed. Revoked highways need to be fit for purpose based on the new function of the road, as per NZTA's policy on revocation.
- Geographical spread of the projects within each programme and how the programme focuses on areas outside Levin
- Future Growth: timing of Tara-Ika housing development and the rate at which houses (and subsequently traffic volumes) will be built.
- Horizons Regional Council has no issues with the inclusion of PT advocacy in the PBC and are happy to feed into this.

Subject to some minor amendments, the group agreed with the projects under each short list programme.

Specialists assessed the impacts and opportunities for each programme and the scores are shown in Table 8, along with the investment objective and CSF scoring which was reviewed as part of this assessment.

[4] Wish list projects refer to projects where HDC are advocating for these to be completed as part of the overall programme by others (NZTA, Horizons, Kiwi Rail).

Table 8: MCA Scoring – Shortlisted Programmes

Criteria Type	Criteria	Programme 2	Programme 5
Investment Objectives	Improve Safety for all modes - reduce DSI	2	2
	Reduce/maintain personal risk	2	3
	Increase the proportion of road length within key corridors to town centres	3	2.5
	Maintain travel reliability on key corridors	2	2
	Enhance amenity in Levin, Shannon and Foxton by improving the ease and perceived safety of crossing the rail and state highway corridors, resulting in increased active mode traffic	3	3
CSF	Strategic Alignment	2.5	3
	Value for Money	1	2.5
Impacts and Opportunities	Traffic and Transport – Ease of Constructability	-1	-1
	Environmental Effects	0	-0.5
	Social and cultural impacts	2	3
	Degree of reliance on revocation works or other projects.	-2	-1
	Unweighted Scores	**14.5**	**18.5**
	Rank	**2nd**	**1st**

Specialist Assessments Results

The key results of the specialists' assessments were discussed. In summary,

- Social Impacts – both programmes scored similar, with Programme 5 scoring slightly higher compared to Programme 2. Programme 5 provides wider social benefits and the separation of freight providing good user and amenity benefits.
- Environmental Impacts – no significant difference between the programmes. Programme 5 scored slightly worse compared to Programme 2 due to the freight bypass likely to require planning approvals.
- Ease of Constructability – none of the projects stood out as fatal flawed. All projects will have some complexity; however they are all achievable and do not require 'new' concepts.
- Reliance - Programme 2 is more reliant on revocation/other projects compared to Programme 5 which is considered more 'self-sufficient' – 15 projects vs 5.
- Overall, Programme 5 performs slightly better compared to Programme 2. This outcome was consistent when carrying out sensitivity tests by changing the weighting of the investment objectives, Critical success factors and impacts and opportunities.
- It was also noted that there are key projects that sit in both programmes that are critical for the district when Ō2NL operates i.e. Tararua Road and Bath/Cambridge St Intersection upgrades.

Outcome and Agreement: The group had no concerns regarding the specialist assessment results and were happy with the scores provided. In summary; Programme 5 is preferred from an impacts and opportunities perspective largely because of the social and amenity benefits as a result of the freight bypass and due to it being less reliant on third party projects. However Programme 2 is also rated highly and the PSG would be confident in either of these

12

programmes being selected as the preferred programme. i.e. no fatal flaws or significantly better than the other to make a decision solely based on the MCA results. Affordability and ability to deliver therefore become the critical components of that decision.

On the 12th September, the PSG met for Workshop 3 to discuss the cost estimates and economics for the short list programmes.

Cost Estimation

The draft cost estimates for Programme 2 and 5 were shared with the group.

- The programmes as a whole (all projects delivered) exceeds the HDC's 10 year forecast budget allowance of $34 million, which includes NZTAs contribution.
- Alternative funding streams may be available however this will be explored in Part C of the business case.

The Project team reviewed the estimated project costs and undertook a prioritisation assessment. This involved:

Reviewing the estimated costs for each project against	• physical works recently delivered for / by HDC • Performance vs budget driven outcome • Prioritisation of projects – 0-5 years, 5-10 years and 10+ years.
Project Prioritisation Considered:	• links and dependencies with O2NL, Tara Ika, Industrial development • Critical safety projects/High risk sites (CAS) • Timing/scheduling and staging of projects

Subsequently, the PBC team compared the cost of the projects within each timeframe against the HDC LTP forecast budget (includes NZTA funding). This enabled a conversation about projects that could be deferred and what is considered realistically "affordable".

The LTP has the following budget:

- 0-5 years = $11M
- 5-10 years = $23M

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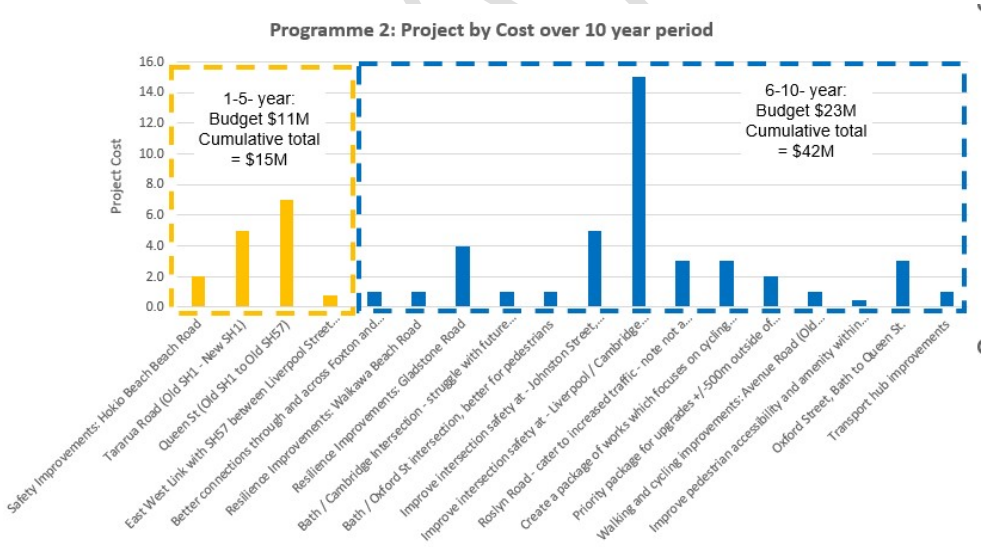
Programme 2 vs Programme 5 Prioritisation Assessment

Table 9: Breakdown of estimated costs for short listed programmes

Staging period	Programme 2	Programme 5
1-5 years	$15M	$15M
6-10 years	$42M	$42M
11+ years	$36M	$43M
Total	$93M	$100M

For Programme 2:

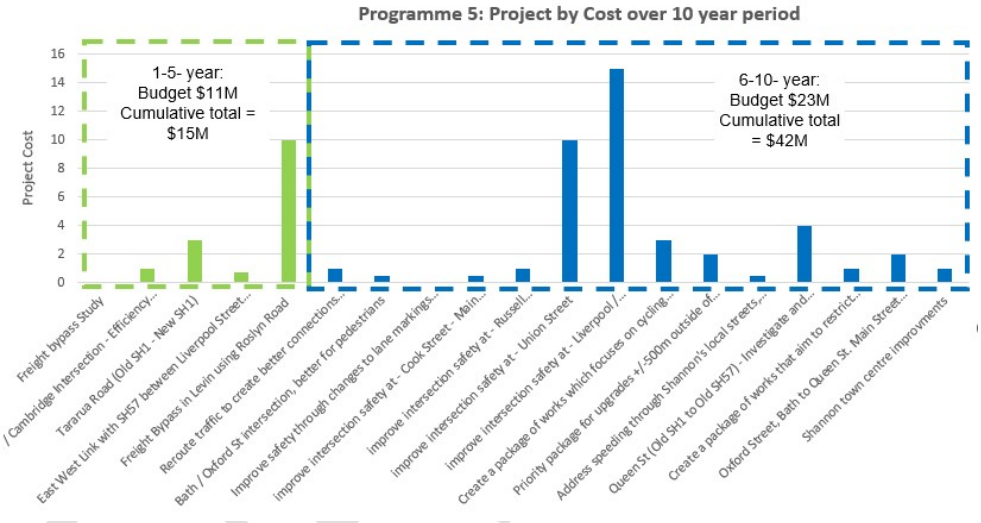
- There are 4 key projects in the 0–5-year period. These 4 projects somewhat deliver against all of the project objectives within the first 5 years.
- For the 5-10 year period, the Liverpool / Cambridge intersection improvements project would use all of the budget if progressed. Additional funding sources would be required to deliver this project.
- The prioritised projects under Programme 2 mean that HDC's focus is on Levin. HDC will also need to rely on Horizon to bring in the PT improvements and NZTA to bring in the O2NL revocation elements.
- Remaining projects in the full 10-year period still deliver strong alignment against the project objectives. Priority of projects within the 6-10 year period will be required based on the need, GPS alignment, funding availability and which projects deliver the highest benefit for dollars spent.



For Programme 5:

- In the 0-5 year period, majority of the money spent will be on the freight bypass, leaving little to deliver the other must have projects (due to links and dependencies). The freight bypass needs 48% of the 10-year budget allowance.
- There were discussions around shifting the freight by-pass project to next time period. However, it was found that there were less benefits overall when compared to Programme 2.

- Due to the high cost associated with delivering a single project, the benefits of what programme 5 can deliver compared to programme 2 for the same value is considered less.
- There are risks of the freight by-pass costing more in the later time periods.
- There are other projects within the 6-10 year period which require significant investment to deliver. The likelihood of delivering these within the funding available is low and would mean no other projects could be delivered as all funds have been allocated to these large projects. Additional funding sources would be required to deliver these projects.
- The intention of Programme 5 is a deliver a programme of projects that has a balanced alignment to investment objectives across the district. However, based on the budget / funding available, the projects which have been prioritised will not be able to achieve the intention of the programme.



Overall, Programme 2 appears to be more favoured over Programme 5, due to the programme being able to deliver more critical projects in the first 5 years and delivering more benefits over the 10-year period compared to Programme 5.

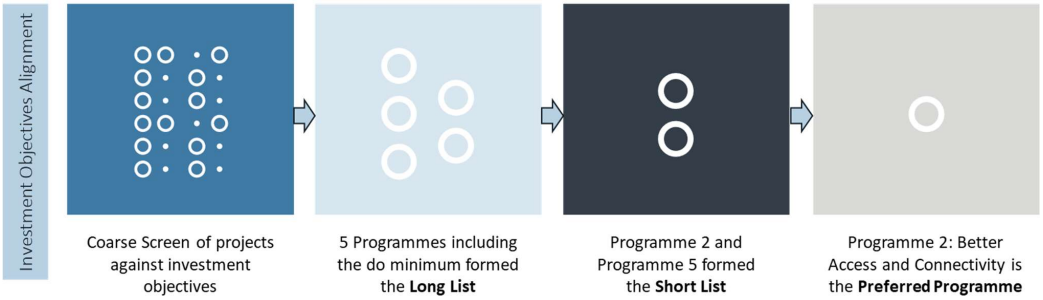
Discussion

The group discussed the following:

- Based on the prioritised projects, Programme 2 appeared most favourable as it delivers the most critical projects needed in the District based on the budget available. The projects in the 0-5 year period (yellow box) are especially critical with the opening of O2NL. This was agreed by HDC and NZTA as they noted that the prioritised projects aligned with HDC current priorities

Outcome / Agreement: The group agreed that Programme 2 is the preferred programme.

2.7 Summary



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APPENDIX E: PROGRAMME PROJECT LIST

Short List Assessment of Programmes - Project List

Programme 2: Better Access and Connectivity

Ref	1-5 year projects
1	Safety Improvements: Hokio Beach - Beach Road - The improvement philosophy is to make specific design changes at the key crash locations along the corridor to reduce the likelihood of the risk i.e. barriers, shoulder widening, speed reduction, signage, traffic calming measures etc. It is not intended to be a full midblock corridor reconstruction, rather elements within the corridor extent improved specifically related to the safety issues identified.
2	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. Proposed improvements include: pavement rehabilitation, sealed width widening, walking and cycling facilities, kerb and channel.
3	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. The proposed works include: road space reallocation, shared use path, intersection improvements to improve safety and access for active modes, pavement improvements if required. Existing kerbs are to be retained throughout the midblock except where absolutely deemed necessary.
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)
Ref	**6-10 year Projects**
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans
2	Waikawa Beach Road ~7km - transport corridor improvement for resilience purposes, step up from low cost low risk measures
3	Gladstone Road ~10km - transport corridor improvement for resilience purposes, step up from low cost low risk measures
4	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands
5	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety
6	Johnston Street/Union Street intersection improvement for safety
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane
8	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass
9	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)
10	Cycling network improvements outside schools +/-500m either side (related to project no. 9)
11	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new O2NL Shared Use Path. Avenue Road is a Primary active modes corridor under the LNOF
12	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)
13	Levin town centre improvements - Oxford Street, Bath to Queen St.
14	Transport hub improvements - better parking at train station, maybe moving bus stop to train station

Short List Assessment of Programmes - Project List

Programme 5: Balances Approach District Wide

Ref	1-5 year projects
1	Implement a freight study for road and rail to determine access to local industry
2	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands
3	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Proposed improvements include: pavement rehabilitation, sealed width widening, kerb and channel. Limited walking and cycling facilities
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)
5	Transform Roslyn Road to a freight Bypass in Levin. Proposed works include: pavement rehabilitation, sealed width widening, kerb and channel.
Ref	**6-10 year Projects**
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans
2	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety
3	Improve safety through changes to lane markings to assist with banned movements being better recognised
4	Improve intersection safety at - Cook Street - Main St SH1, Foxton
5	Improve intersection safety at - Russell Street/Robinson
6	Improve intersection safety at - Union Street
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane
8	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)
9	Cycling network improvements outside schools +/-500m either side (related to project no. 9)
10	Address speeding through Shannon's local streets, rat running past SH57.
11	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - The proposed works include: road space reallocation to accommodate increased traffic volumes, minimal improvements for active modes
12	Create a package of works that aim to restrict heavy vehicle movements through urban and township areas
13	Levin town centre improvements - Oxford Street, Bath to Queen St.
14	Shannon town centre improvements

APPENDIX F: APPRAISAL SUMMARY TABLES

Appraisal Summary Table Template

Date:	Evaluation Period: (baseline and forecast year) e.g 2020 - 2060	Option Name:	This is the preferred option
10/10/2024	2024 - 2064	Programme 2	☑

Problem/opportunity statement:	Investment objectives:	How project gives effect to GPS:	How project gives effect to local community outcomes:
Problem 1: Lack of appropriate infrastructure for mode choice (including rail crossings) is increasing inequity and disadvantaging for sectors of our community **Probleem 2:** Future increases in traffic on local roads will reduce travel time reliability and increase the number of crashes **Problem 3:** Road and rail corridors are severing the community and limiting access to social and economic opportunities	**IO1:** Improve Safety for all modes by reducing DSI on key corridors 5 years post opening of Ō2NL **IO2:** Reduce/maintain personal risk 5 years post opening of Ō2NL on key corridors **IO3:** Increase the proportion of road length within key corridors to town centres that are safe to cycle on and have adequate footpath provision **IO4:** Maintain travel reliability on key corridors post opening of Ō2NL	This PBC aligns with the following strategic priorities in the GPS: Safety: Improving road safety outcomes as part of the PBC aligns with the Government's desire to reduce deaths and serious injuries on our transport networks. Economic Growth and Productivity: this project will ensure economic productivity is maintained through improved access and travel time reliability	Programme 2 will result in social benefits such as improving community resilience, safety, reducing congestion and improving town centre amenities (Levin). Active mode provisions will help reduce car dependency and associated transport disadvantages, transport mobility independence for children and elderly.

1. Summary of Non-Monetised Impacts (Description)	2. Summary of Financial Impacts (nominal, non-discounted)		3. Summary of Monetised Option Impacts (present value, discounted)	
— Business benefits (retail sales growth): assumed that improved active mode provision within key centres will contribute to positive business benefits, as active mode users tend to spend more in town centres — Liveability benefits: The project will result in more travel choice across modes, resilience improvements, and travel time reduction resulting in more places accessible (within commutable distances) for customers. — Amenity benefits: Active mode improvements particularly in areas of high place function is expected to positively affect amenity and therefore how customers feel when using the road network.	Capital Costs	$55,500,000	Total Monetised Benefits, excluding Wider Economic Benefits (WEBs)	$65,133,500
			Total Monetised Benefits, including Wider Economic Benefits (WEBs)	N/A
	Operating Costs (per annum)	$138,750	Total Economic Costs	$ 49,864,300
			BCR (excluding WEBs)	1.3
	Total Financial Costs	$55,638,750	BCR (including WEBs)	N/A

Transport Outcomes	Non-Monetised Impact: (description in numerical or narrative terms)				Monetised Impact: (description in dollar terms in real terms, non-discounted, per annum)	
Name of Benefit	Name of Measure:	Baseline:	Do Minimum Impact:	Option Impact:	Do Minimum Impact:	Option Impact:
Healthy and safe people *(Please copy the row below to add an additional benefit or measure, and delete rows as appropriate)*						
1.1 Impact on social cost and incidents of crashes	1.1.3 Deaths and serious injuries	29 Fatal Crashes 115 Serious Injury Crashes (2019-2023)	HDC's Low Cost Low Risk Programme contains a few small-scale road safety projects; however, these projects, while resulting localised improvements are not anticipated to make a material impact in terms of reducing DSIs on the key corridors post opening O2NL	Focuses on improving safety for active mode users (vulnerable road users) and will assist with reducing the risk for DSIs.	No Impact	$ 1,710,800
1.1 Impact on social cost and incidents of crashes	1.1.4 Personal risk (crash rate)	1.26 crashes per 1 million vehicle kilometres travelled per year	HDC's Low Cost Low Risk Programme contains a few small-scale road safety projects; however, these projects, while resulting localised improvements are not anticipated to make a material impact in terms of reducing/maintaining personal risk post-opening of O2NL.	Focuses on improving safety for active mode users (vulnerable road users) and will assist with reducing personal risk at key intersections.	No Impact	Some benefits not calculated
1.2 Impact on a safe system	1.2.3 Travel speed gap	For active mode users, where there is no separation for cyclists from the main traffic stream, they are exposed to vehicle speeds beyond the safe system speed of 30 km/h, meaning increased severity of crashes.	HDC's Low Cost Low Risk Programme contains a few small-scale road safety projects; however, these projects, while resulting localised improvements are not anticipated to make a material impact in terms of reducing speed, or improving provision of active mode facilities	Most projects in this programme involve enhancing the ability of active mode users to get to places through the provision of safer walking and cycling connections.	No Impact	Some benefits not calculated
2.1 Impact on perceptions of safety and security	2.1.1 Access - perception	HDC council officers suggest walking and cycling is perceived as unsafe due to: • Lack of a continuous and connected network • High traffic volumes with speeds inappropriate to accommodate walking and cycling • Insufficient crossing opportunities	HDC's Low Cost Low Risk Programme contains some small scale projects which focus on improving walking and cycling connections in the District i.e. Oxford Street E-W pedestrian connection between the Mall and Oxford St. However the LCLR programme will only make a minor improvement in the road length on which it is safe to walk and cycle on.	Most projects in this programme involve enhancing the ability of active mode users to get to places through the provision of safer walking and cycling connections.	No Impact	Some benefits not calculated
3.1 Impact of mode on physical and mental health	3.1.1 Physical health benefits from active modes	Low active mode share, with high levels of car dependency, results in limited physical health benefits. 3400 Active Mode users (travel to education and work trips)	HDC's Low Cost Low Risk Programme contains some small scale projects which focus on improving walking and cycling connections in the District i.e. Oxford Street E-W pedestrian connection between the Mall and Oxford St. However the LCLR programme will only make a minor improvement in the road length on which it is safe to walk and cycle on.	**848 new users through packages** of works to imrpove connectivity and accessibility for active modes	No Impact	$ 1,121,600
Economic prosperity *(Please copy the row below to add an additional benefit or measure, and delete rows as appropriate)*						
5.2 Impact on network productivity and utilisation	5.2.6 Access to key economic destinations (all modes)	Population living within 15-minutes (cycle), 30-minutes (drive), and 45-minutes (PT) of Levin, Foxton, and Shannon: Levin: 6000 (15min), 20700 (30min), 13700 (45min, based on PT routes) Foxton: 1590 (15min), 30400 (30min), 10900 (45min, based on PT routes) Shannon: 1300 (15min), 35700 (30min), 8000 (45min, based on PT routes)	HDC's Low Cost Low Risk Programme contains some small scale projects which focus on improving walking and cycling connections in the District i.e. Oxford Street E-W pedestrian connection between the Mall and Oxford St. However the LCLR programme will only make a minor improvement in access to key economic destinations	Focuses on enhancing connectivity to key destinations through active mode provisions, especially within town centres. Strong district alignment and supports economic development. Enabling people to get to work, school and community activities who cannot drive. Most projects in this programme involve enhancing the ability of active mode users to get to places through the provision of safer walking and cycling connections.	No Impact	Some benefits not calculated
Environmental sustainability						
8.1 Impact on greenhouse gas emissions	8.1.2 Mode shift from single occupancy private vehicle	Travel to work mode share: • 74% Travel by private vehicle • 6.4% Active Mode • 1% Public Transport	HDC's Low Cost Low Risk Programme contains some small scale projects which focus on improving walking and cycling connections in the District i.e. Oxford Street E-W pedestrian connection between the Mall and Oxford St. However the LCLR programme will only make a minor improvement in the road length on which it is safe to walk and cycle on.	**848 new active mode users** new users through packages of works to imrpove connectivity and accessibility for active modes. **198 new public transport** users through Public Transport Hub improvements	No Impact	$ 109,500
Inclusive access						
12.1 Impact on Te Ao Māori	12.1.1 Te Ao Māori	Horowhenua District has tribal boundaries with the following iwi: Muaūpoko Ngā Wairiki Ngāti Apa Ngāti Raukawa ki te Tonga Rangitāne They have a physical and spiritual connection to the land/area within Horowhenua District and see people and the environment (including the transport network) as closely inter-related. They share with HDC a strong interest in maintaining and protecting the environment as well as developing the economic future of the area	No known impact	No details assessed at this level. Overall improved community wellbeing, by increasing active travel trips Key focus areas will be in the specific projects within the recommended package of works that directly relate to mana whenua	No Impact	Some benefits not calculated
10.1 Impact on user experience of the transport system	10.1.9 Travel time	Levin to Foxton (SH1): 14-minutes - 18-minutes morning peak by car Queen St East- SH1 to SH57: 4-minutes morning peak by car	Projects in the Do Min package do not focus on maintaining travel times on key corridors once O2NL is open. The LCLR programmemake no contribution to acheiving this objective.	This programme can encourage a higher active mode uptake resulting in lesser vehicles on the transport network (mode shift), asisting with maintaining travel reliability. Improves resilience for rural communities to enable connection to town centres Key roads include improvements to cater for increased traffic, to ensure the road form is commensurate with increased volumes to assisst with travel time reliability	No Impact	$ 344,900
10.1 Impact on user experience of the transport system	10.1.2 Pedestrian delay	Travel time delay is experienced by pedestrians waiting at intersections / rail crossings. Key north-south corridors and rail corridor have limited crossing opportunities. Rail crossings can be up to 1km apart from eachother. 500m to access a crossing on foot can add approximately 10-minutes to walking time.	HDC have committed to delivering a new intersection at the rail crossing and intersection between Taraua Rd and Revoked SH1. This will improve the ease and safety of movements across rail at this location.	Active mode projects will help with maintaining travel reliability as priority is given to active mode users which can reduce wait times (intersections etc.) Contains several projects looking at improving critical safety elements for rail crossing / on the rail network and SH1 corridors.	No Impact	Some benefits not calculated
10.2 Impact on mode choice	10.2.3 Spatial coverage - cycle lanes and paths	No dedicated cycle network throughout the district	HDC's Low Cost Low Risk Programme contains some small scale projects which focus on improving walking and cycling connections in the District i.e. Oxford Street E-W pedestrian connection between the Mall and Oxford St. However the LCLR programme will only make a minor improvement in the road length on which it is safe to walk and cycle on.	Most projects in this programme involve enhancing the ability of active mode users to get to places through the provision of safer walking and cycling connections.	No Impact	Some benefits not calculated

Rationale for option selection decision

The preferred affordable 10-year programme, Programme 2: Access and Better Connectivity, aims to enhance the ability of getting people to places to support economic growth and ability of getting people to places (work, school, community connections).
Programme 2 was chosen as the preferred based its alignment to the investment objectives, critical success factors, and outcome of the prioritisation assessment, with the prioritised projects that could be delivered under HDC budget envelope strongly aligning with HDC's priorities to support the changes anticipated by O2NL.

In summary:
- Programme 2 produces overall higher benefit and higher BCR against Programme 5 (BCR of 1.3 compared to Programme 5's f 0.7)
- Programme 2 is the both lowest cost option, and generates the greatest benefit
- Programme 2 focuses on improving active mode connections across the district, and as such has greater Safety and Walking and Cycling benefits

APPENDIX G: ECONOMICS REPORT

HOROWHENUA DISTRICT COUNCIL

HOROWHENUA LOCAL TRANSPORT IMPROVEMENTS PROGRAMME BUSINESS CASE

APPENDIX G TRANSPORT ECONOMICS REPORT

20 FEBRUARY 2025

APPENDIX G TRANSPORT ECONOMICS REPORT

HDC PBC

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REV	DATE	DETAILS
1.0	27/09/2024	Draft for internal review
2.0	10/10/2024	Draft for external review
3.0	20/12/2024	Final
4.0	20/02/2025	Final – minor updates inclusion of Appendix B

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TABLE OF CONTENTS

LIMITATIONS 3

1 PROJECT SCOPE 1

2 METHODOLOGY 3

2.1 SENSITIVITY TEST 3

2.2 STUDY AREA 4

2.3 INPUTS AND ASSUMPTIONS 4

2.3.1 TRAFFIC GROWTH ASSUMPTIONS 5

2.4 COST/BENEFIT INPUTS 6

2.4.1 TRAVEL TIME COST/BENEFIT 6

2.4.2 VEHICLE OPERATION COST/BENEFIT 7

2.4.3 ACCIDENT COST/BENEFIT 7

2.4.4 EMISSION COST/BENEFIT 7

2.4.5 PUBLIC TRANSPORT 7

2.4.6 WALKING AND CYCLING 7

3 NON-MONETISED BENEFITS 8

4 ECONOMICS RESULTS 9

4.1 BENEFIT COST RATIO 9

4.2 SENSITIVITY TESTS 10

5 SUMMARY 11

APPENDIX A – ECONOMICS ASSESSMENT SHEET 12

APPENDIX B – PRIORITISED INTERVENTIONS ECONOMICS ANALYSIS 13

1 PROJECT SCOPE

The economics evaluation for the Horowhenua Local Transport Improvements Programme Business Case (HDC PBC) is undertaken for the packages listed below including the two packages of short-listed options (Table 1) and the do-minimum/existing scenario (shown in Table 2)

For both Programme 2 and Programme 5, the economics evaluation has only been undertaken on the projects encompassed within the 10-year period (listed in Table 1). Anything beyond is deemed as a future opportunity, and not evaluated at this stage.

Table 1 Short List Programme Assumptions

	Programme 2	Programme 5
1	Safety Improvements: Hokio Beach - Beach Road. Intention is to make specific design changes at the key crash locations along the corridor to reduce the likelihood of the risk i.e. barriers, shoulder widening, speed reduction, signage, traffic calming measures etc.	Implement a freight study for road and rail to determine access to local industry
2	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. Proposed improvements include: pavement rehabilitation, sealed width widening, walking and cycling facilities, kerb and channel. Tararua Road (Old SH1 - New SH1)-	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands
3	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. The proposed works include: road space reallocation, shared use path, intersection improvements to improve safety and access for active modes, pavement improvements if required. Existing kerbs are to be retained throughout the midblock except where absolutely deemed necessary.	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Proposed improvements include: pavement rehabilitation, sealed width widening, kerb and channel. Limited walking and cycling facilities
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under Ō2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under Ō2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)
5	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans	Transform Roslyn Road to a freight Bypass in Levin. Proposed works include: pavement rehabilitation, sealed width widening, kerb and channel.
6	Waikawa Beach Road ~6km - transport corridor improvement for resilience purposes, step up from low cost low risk measures	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans (2)
7	Gladstone Road ~10km - transport corridor improvement for resilience purposes, step up from low cost low risk measures	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety
8	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands	Improve safety through changes to lane markings to assist with banned movements being better recognised
9	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety	Improve intersection safety at - Cook Street - Main St SH1, Foxton
10	Johnston Street/Union Street intersection improvement for safety	Improve intersection safety at - Russell Street/Robinson
11	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane	Improve intersection safety at - Union Street
12	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane

13	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)
14	Cycling network improvements outside schools +/- 500m either side (related to project no. 9)	Cycling network improvements outside schools +/-500m either side (related to project no. 9)
15	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new Ō2NL Shared Use Path. Avenue Road is a Primary active modes corridor under the LNOF	Address speeding through Shannon's local streets, rat running past SH57.
16	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - The proposed works include: road space reallocation to accommodate increased traffic volumes, minimal improvements for active modes
17	Levin town centre improvements - Oxford Street, Bath to Queen St.	Create a package of works that aim to restrict heavy vehicle movements through urban and township areas
18	Transport hub improvements - better parking at train station, maybe moving bus stop to train station	Levin town centre improvements - Oxford Street, Bath to Queen St.
19		Shannon town centre improvements

The Do Minimum Programme is based on activities that are already committed and funded by Horowhenua District for the next three years and projects considered to be business as usual to maintain the status quo. This includes baseline safety, cycling, resilience, pedestrian, maintenance and road improvement projects. Projects are generally small in nature and the quantity of work that is delivered depends on the available budget allocated within the financial year. The Do Minimum Programme assumptions can be shown in Table 2.

Table 2 Do Minimum Programme Assumptions

Do Minimum Programme Inclusions vs Exclusions	
Inclusions	• Activities delivered by third parties, which have a high level of confidence (including Ō2NL, HRC's Regional Public Transport Plan, NZ Transport Agency's State Highway Improvement Plan). • Activities currently planned in HDC's Maintenance, Operations and Renewals programme[1]. • Activities currently planned in HDC's Low-Cost, Low-Risk (LCLR) improvements programmes. • Other relevant activities included in HDC's 2024 Long Term Plan. • Business As Usual (BAU) HDC transport planning activities.
Exclusions	• Ō2NL revocation works (this is being delivered by NZ Transport Agency through a separate business case and is it currently unknown what the preferred package of work will be delivered through project). • Any identified HDC activities which are undeliverable through Maintenance, Operations and Renewals or the LCLR programmes

[1] HDC have established and agreed a budget for a "business as usual" programme to the value of $3m per year. Without NZ Transport Agency funding, there is a budget shortfall of approximately $1.5m per year which means that Council will deliver at a slower rate.

2 METHODOLOGY

The transport economics evaluation has been undertaken in accordance with the NZ Transport Agency Waka Kotahi (NZTA) Monetised Benefits and Costs Manual (MBCMv1.6.1, 30 June 2023).

The benefits listed below have been calculated for the projects under the shortlisted programmes 2 and 5:

- Vehicle Travel Time (TTC)
- Vehicle Operation (VOC)
- Accident (ACC)
- Walking and Cycling
- Public Transport (PT)
- Emissions Cost

Note that Wider Economics Benefits (WEB) were not evaluated in the economics evaluation. This document is focused on the transport economics methodology.

2.1 SENSITIVITY TEST

The BCR value of the Preliminary Preferred Option has been sensitivity tested to consider benefit and cost risks and identify the robustness of the economic evaluation.

Sensitivity tests were carried out for the following critical factors. The detailed sensitivity test results are included in Appendix A Economics Assessment and in section 4.2 below.

- Cost +/- 50%
- Benefit +/- 50%
- Travel time benefits from speed increase +/- 50%
- Discount rate 2%, 3%, and 6%
- Safety benefit +/-50%
- Growth rate assumptions of 1%, and 3%

For the most part, a +/- 50% approach has been taken due to the high-level nature of a PBC, and the greater uncertainty involved.

This offers an insight on a greater variance that could be likely, and the impact that the variance could have on the programme.

2.2 STUDY AREA

The scope of the HDC PBC economics analysis is shown in Figure 1, with a focus on the Levin town centre, where most of the projects proposed under programme 2 and programme 5 are located.

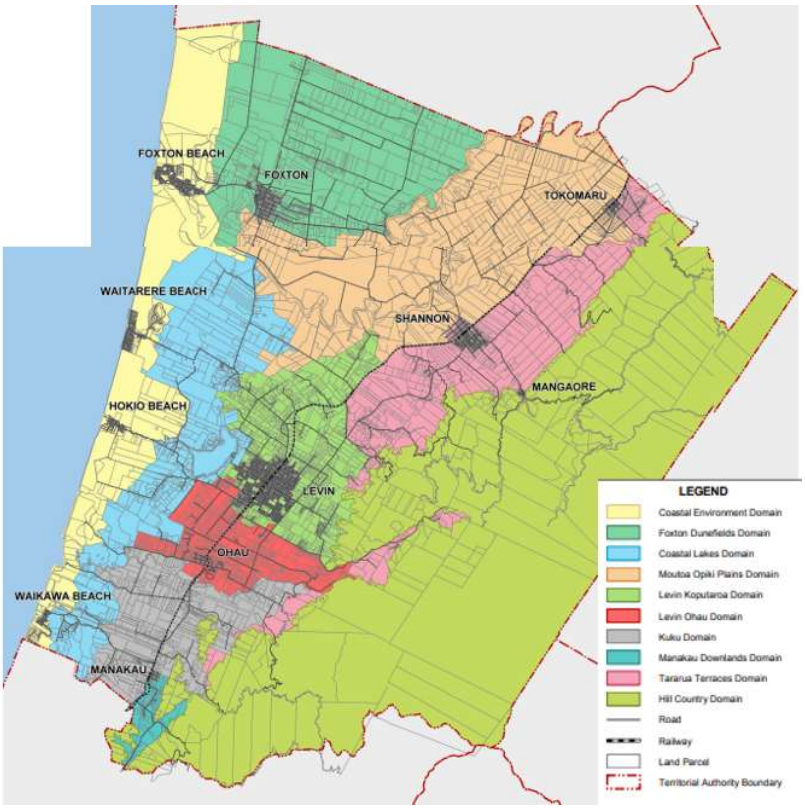


Figure 1 HDC PBC economics Study Area

2.3 INPUTS AND ASSUMPTIONS

Listed below are some key assumptions made for this transport economics evaluation, please refer to Appendix A Economics Assessment for more information:

Traffic input (AADT and %HCV) are extracted from HDC PBC documents, AADT used in the economics includes Ō2NL and land development.

Forecast traffic growth rate is assumed to be 2%.

Study area corridor length for key corridors such as Queen Street and Tararua Road is assumed to be 2 km.

Assumptions were made to key corridors for the do-min and the shortlisted programmes accordingly. Please refer to the "Project List and Assumptions" tab of the Appendix A Economics Assessment for details.

Time zero of 1 July 2024.

Base date/Present Value (PV) 1 July 2023.

Discount period 40 years with 4% discount factor.

Average construction period of 24-months for the shortlist programmes.

CAS Crash data between 2019 – 2023 were used in accident evaluation.

2.3.1 TRAFFIC GROWTH ASSUMPTIONS

Where possible, traffic volumes have utilised Ō2NL assumptions, as this project is predicated upon Ō2NL going ahead. The traffic volume model output was provided by NZTA to the project team. The model included three possible ranges of AADT: low, mid, and high. The mid-project traffic volume is used in the core BCR calculation. A sensitivity test will be added to understand the BCR with the low AADT. Note that the BCR is likely to be lower.

The expected HDC PBC project timeline with Ō2NL timeframes is shown in Figure 2 below.

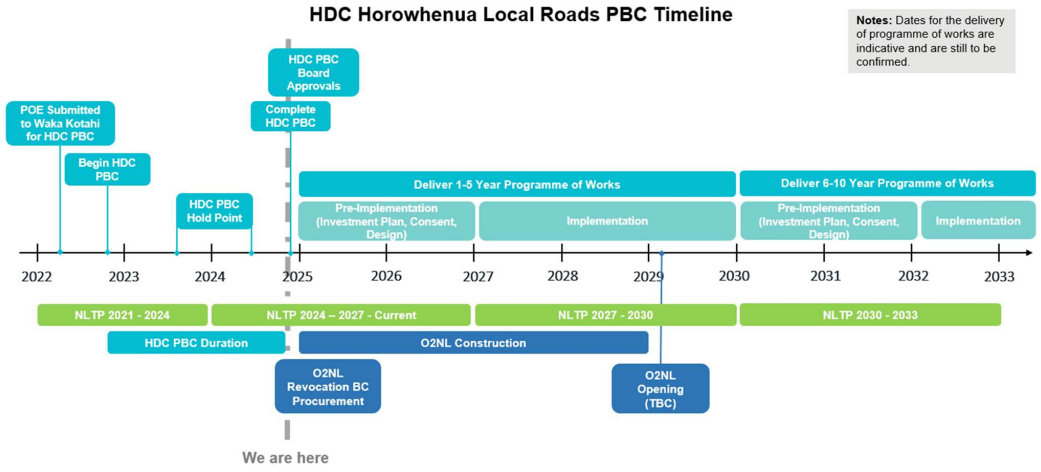


Figure 2: Timeline of key milestones for the Project

As the Ō2NL traffic volume results are modelled for 2040, growth assumptions have been applied to scale down to 2030 (around when Ō2NL is expected to open) and 2025 (prior to Ō2NL opening). These years correspond with the 0-5 Year Programme of works (2025) and 5-10 Year programme of works (2030) identified in Table 1 above.

The traffic volume results for 2025 and 2030 are shown in Table 3 below.

Note that the modelled results for 2025 use the 2040 results from the assumption that Ō2NL is not in place and have been scaled down to 2025, to account for Ō2NL not opening until ~2030.

Traffic modelling suggests growth is still expected along local roads and the revoked state highways even without Ō2NL in place, due to the potential population growth scenarios (Sources: Stats NZ and Sense Partners[2]). Without Ō2NL in place, traffic is seen to radically increase, whereas the effects of Ō2NL disperses this impact in different areas of the network.

As such, two rates have been used for corridors in Table 3 which are based on modelling with and without Ō2NL in place for 2030 and 2025 respectively.

Table 3 2025 and 2030 Traffic Volumes based on Ō2NL modelling (AADT sourced from Stantec).

Road Corridor	95th %ile AADT based on 2040 Ō2NL Modelled results – without Ō2NL	95th %ile AADT based on 2040 Ō2NL Modelled results – with Ō2NL open
	2025 AADT (0-5 Year Programme)	2030 AADT (6-10 Year Programme)
SH1 Oxford	18,600	16,200
Liverpool	5,500	5,800
Queen	13,000	15,000
Taraura	7,000	10,700
SH1 by Avenue Road (tie in with Ō2NL)	N/A	16,300

For corridors and areas not included above, the following approach was taken:

- Foxton and Shannon network plans – based on Stats NZ area based travel to work and education trips, with an applied 2% growth rate over 12-years (for 2030), and a -2% network reduction applied due to the dispersal of traffic on local roads due to Ō2NL (based on average reduction calculated)
- Bath / Cambridge intersection – using Mobile Road 2024 rates with an applied 2% growth rate over 1-year (for 2025), or over 6-years with and a -2% network reduction applied due to the dispersal of traffic on local roads due to Ō2NL (for 2030)

2.4 COST/BENEFIT INPUTS

2.4.1 TRAVEL TIME COST/BENEFIT

Travel time benefits were evaluated for:

Programme 2 - projects 2, 3, 5, 8 and 15 as listed in Table 1

Programme 5 – projects 2, 3, 5, 6, and 16 as listed in Table 1

[2] Sense Partners – Horowhenua Socio-economic Projections, May 2020 (Horowhenua Growth Strategy 2020, 2022 update)

Table 14 of the MBCM is used to identify the travel time cost.

2.4.2 VEHICLE OPERATION COST/BENEFIT

Vehicle Operation benefit was assessed for the same projects assessed for Travel Time benefits. Various Vehicle Operation Cost rates are used in this assessment using MBCM Table A85 and A87 for urban and rural environment accordingly.

2.4.3 ACCIDENT COST/BENEFIT

As instructed by NZTA the crash data in the past 5 years from 2019 – 2023 was extracted from CAS and used in the economic evaluation to calculate the accident cost and savings.

ACC is determined for projects under Programme 2 (projects 1, 2, 3, 6, 7, 9, 10, 11, 12 and 17) and Programme 5 (projects 7,8, 9, 10, 11, 12, 15, 18, and 19) based on NZTA Crash Estimation Compendium and MBCM. Method C Weighted Crash Procedures were used to determine the annual crash cost for both Do Minimum and shortlist programmes for HDC PBC.

2.4.4 EMISSION COST/BENEFIT

Emission cost was determined for Queen Street and Tararua Road projects using the latest NZTA VEPM v7.0 2023.

2.4.5 PUBLIC TRANSPORT

Public transport benefits were assessed for programme 2 only based on MBCM Table 30.

2.4.6 WALKING AND CYCLING

Walking and cycling benefits were assessed for Programme 2 (projects 13, 14, 16 and 17) and Programme 5 (project 13, 14, 18 and 19) based on MBCM and Stats NZ data.

3 NON-MONETISED BENEFITS

The MBCM provides values and procedures for calculating standard transport benefits, but it does not capture all benefits that transport projects will generate. This is particularly the case with walking and cycling improvements, which can see additional benefits such as liveability and retail sales growth from increased foot traffic.

The non-monetised benefits that are expected from the shortlisted programmes are:

- Business benefits (retail sales growth). These can be quantified using the VURT method developed for Transport for London but have been excluded from this analysis because of the level of uncertainty.
- Liveability benefits. These are not easily quantified except indirectly and partially through calculation of travel time and reliability benefits. The project will result in more travel choice across modes, resilience improvements, and travel time reduction resulting in more places accessible (within commutable distances) for customers.
- Amenity benefits. Active mode improvements particularly in areas of high place function is expected to positively affect amenity and therefore how customers feel when using the road network.
- Other customer experience benefits (reduced driver frustration etc).

4 ECONOMICS RESULTS

This report briefly outlines the methodology, assumptions and limitations of the economics evaluation to determine the Benefit Cost Ratio (BCR) of the HDC PBC short listed programmes.

In summary, we noted:

Programme 2 produces overall higher benefit and higher BCR against Programme 5.
Programme 2 Has greater Safety and Walking and Cycling benefits

4.1 BENEFIT COST RATIO

Table 4-1 summarises the predicted total benefits and costs for each proposed programme with BCR values being provided.

Table 4-1 HDC PBC Benefit Cost Ratio

OPTION	Programme 2	Programme 5	Programme 2	Programme 5
TANGIBLE BENEFITS CALCULATION:				
Benefit	Undiscounted annual benefit		NET Present Value Benefits (40 years)	
Travel Time	$327,525	$236,982	$7,374,850	$5,861,941
Vehicle Oper.	$17,341	$34,678	$436,395	$798,797
Accidents	$1,710,765	$1,000,084	$33,402,641	$19,192,300
Walking and Cycling	$1,121,602	$556,849	$21,464,256	$10,656,505
Public Transport	$99,000	$0	$2,189,029	$0
Emission	$10,473	$10,473	$266,317	$245,261
TOTAL BENEFIT	$3,286,706	$1,839,067	$65,133,488	$36,754,804
COSTS CALCULATION				
Fees/Construction	$55,500,000	$55,700,000	$47,184,783	$47,363,472
Maintenance	$138,750	$139,250	$2,679,541	$2,689,197
TOTAL COST	$55,638,750	$55,839,250	$49,864,324	$50,052,669
TANGIBLE BENEFIT TO COST RATIO	N/A	N/A	1.3	0.7

Specially, Programme 2 is predicted to return a higher BCR of 1.3.

No incremental BCR has been undertaken because Programme 2 is both the lowest cost option and has the highest benefits, therefore incremental BCR of Programme 5 is not required.

4.2 SENSITIVITY TESTS

Table 4-2 summarises the sensitivity tests undertaken on the benefits and costs for each proposed programme.

As the largest benefit gain is from safety benefits, a global sensitivity test was undertaken to understand the impact if less safety benefit was achieved for each programme. A global approach (i.e. +/- 50% on the sum of safety benefits) was used here due to the more high-level nature of a PBC.

This test indicated that even with a 50% reduction in safety benefits, Programme 2 still achieves a BCR of 1. Programme 5 however still doesn't achieve a BCR of 1 even with a 50% increase in safety benefits.

Table 4-2 HDC PBC Sensitivity Tests

SCENARIO	PROGRAMME 2	PROGRAMME 5
Base	1.3	0.7
Costs		
Plus 50%	0.9	0.5
Minus 50%	2.6	1.5
Benefits		
Plus 50%	2.0	1.1
Minus 50%	0.7	0.4
Travel time benefits from speed increase		
Plus 50%	1.4	0.8
Minus 50%	1.2	0.7
Safety benefits from safety improvements		
Plus 50%	1.6	0.9
Minus 50%	1.0	0.5
Growth Assumptions		
1% growth	1.2	0.7
3% growth	1.4	0.8
Discount Rate		
2%	1.8	1.0
3%	1.5	0.8
6%	1.0	0.6

The impact of adopting a lower AADT scenario from the O2NL traffic model is minor on the overall BCR, with the BCR remaining unchanged at 1.3 for Programme 2. The main impact is on travel time and vehicle operation benefits, both of which were reduced by 10% and 40%, respectively. However, since the main benefit stream comes from safety and accidents, the impact from the lower AADT is minor.

5 SUMMARY

From an economics perspective, programme 2 is more favourable as it is estimated to give a BCR of 1.3, compared to programme 5 which gives an estimated BCR of 0.7.

In summary, based on the level of information which the economics has been based upon and the interdependencies with other projects and projected population and traffic growth, the sensitivity tests indicate a greater confidence in achieving a BCR>1 for Programme 2 than for Programme 5.

APPENDIX A – ECONOMICS ASSESSMENT SHEET

Flatbush | Calculated: Nerissa Harrison | WSP Opus

HDC PBC Economics

Economic Analysis

Evaluation carried out in accordance with

Manual:	MBCM
Number:	Version 1, August 2024
Revision:	
Date of assessment:	4/10/2024
Prepared by:	Emma Cui
Reviewed by:	Nerissa Harrison

Project Timing:

Date of Evaluation:	19-Aug-24		
Base date is 1 July	2023		
Time Zero is 1 July	2024		
Discount Rate	4%		
Earliest Start of Construction is	1-Jan-25	ie at Time =	0.50
Construction Period is	24.0	months	
Construction Period ends	1-Jan-27	ie at Time =	2.50
Analysis period extends to 40 years after the start of construction, to Time=			40.50

General Assumptions

Additional Annual maintenance (compare to do min) is 0.25% of the construction c0.25%

Options

Refer to Tab Project List and Cost

Construction and Maintenance Costs

	Do minimum	*Programme 2*	*Programme 5*		
Total Fees projects start 0-5 years	**$ -**	**$ 14,000,000**	**$ 14,100,000**	50%	distribution
Total Fees projects start 5-10 years	**$ -**	**$ 41,500,000**	**$ 41,600,000**		
Annual Maintenance	$ -	$ 138,750	$ 139,250		

Traffic Growth

Traffic growth	2%	Based on district growth
walking and cycling growth	1%	

Road Category RS

Crash Costs

(Assume 50 and 60 km/h)

Crash Trend Adjustment factor - Table A21	0.9	based on 2% traffic growth
Growth rate adjusment factor - Table A22	-1%	
Accident growth rate	1%	

Cost Values used in economics

TT & CRV COST/HR (July 2022)

Period	peak hour%	Days Per Year	Base TT	CRV	HCV
All periods	**10%**	**250**	**37.92**	**26.34**	**75.31**

AADT Data (project input)	2025 (based on growth without O2NL 95th)	2030 (with O2NL 95th)		
Tararua	6955	10682	HCV%	
Queen	13000	14955	10%	P5 HCV Bypass, apply to queen and liverpool
Liverpool	5477	5818		
Old SH1 (from Avenue road)		16273		

Benefit update factors - to update benefit to July 2023

OPERATING COSTS	
TT	1.08
VOC	1.35
ACC	1.14
Passenger transport user benefits (PT)	1.08
walking and cycling	1.08
Emissions	1.14
Travel Behaviour change benefits	1.38
CONSTRUCTION COSTS	
Estimate at year	2024
Base date =	2024
Factor for base date =	1.00

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APPENDIX B – PRIORITISED INTERVENTIONS ECONOMICS ANALYSIS

ECONOMICS ANALYSIS FOR THE PREFERRED PROGRAMME – PRIORITISED INTERVENTIONS

The preferred programme includes more projects than are affordable within Councils 10-year funding envelope. However, it is acknowledged that Council forecast budgets are adjusted every three years as part of the long-term plan review cycle, ensuring that financial planning aligns with evolving community needs and priorities. Therefore, to support HDC and NZTA with forecast budgeting and prioritisation of projects within the Preferred Programme, a prioritised intervention list was developed. This aligns with HDCs current forecast budgeting of $34M for the 10 year period 2027-2038.

The following information shows the indicative economic analysis of the prioritised interventions list. This was developed by removing the projects deferred to post-10 years from the Preferred Programme (in order to align to HDC forecast). No additional analysis was done on the individual projects.

Table B-1 summarises the predicted total benefits and costs for the prioritised intervention programme with BCR value provided.

Table B – 1 HDC PBC Benefit Cost Ratio for Prioritised Interventions

OPTION	Undiscounted annual benefit	NET Present Value Benefits (40 years)
TANGIBLE BENEFITS CALCULATION:		
Benefit		
Travel Time	$196,139	$4,469,729
Vehicle Oper.	$17,341	$436,395
Accidents	$1,239,194	$26,555,881
Walking and Cycling	$1,121,602	$21,464,256
Public Transport	$0	$0
Emission	$10,473	$266,317
TOTAL BENEFIT	$2,584,749	$53,192,578
COSTS CALCULATION		
Fees/Construction	$33,750,000	$29,869,966
Maintenance	$84,375	$1,629,450
TOTAL COST	$33,834,375	$31,499,416
TANGIBLE BENEFIT TO COST RATIO	N/A	1.7

Specially, the prioritised interventions is predicted to return a BCR of 1.7.

Table B-2 summarises the Sensitivity tests for the prioritised intervention programme.

Table B – 2 HDC PBC Sensitivity Tests for Prioritised Interventions

SCENARIO	PROGRAMME 2
Base	1.7
Costs	
Plus 50%	1.1
Minus 50%	3.4
Benefits	
Plus 50%	2.5
Minus 50%	0.8
Travel time benefits from speed increase	
Plus 50%	1.8
Minus 50%	1.6
Safety benefits from safety improvements	
Plus 50%	2.1
Minus 50%	1.3
Growth Assumptions	
1% growth	1.5
3% growth	1.8
Discount Rate	
2%	2.3
3%	2.0
6%	1.3

APPENDIX H: ESTIMATE ASSUMPTIONS REPORT

Draft Technical note

Cost Estimates

Date	18 October 2024
File/Ref	1-C2327.00 - Horowhenua Load Road Network PBC
Subject	HDC Short List Assessment Estimate Assumptions

1 Introduction

This technical note describes the methodology, and assumptions used to develop the high-level estimates for the HDC Short List Assessment estimates for the Horowhenua District Council Local Road Network Programme Business Case.

The aim of the PBC is to develop an integrated programme of works outlining transport improvements needed over the coming decade on local roads for Horowhenua District Council.

Due to the level of information available, the estimates are of a high level, and their intention is to provide a range of cost scenarios for each type of project.

For each item / type, a Low, Medium, and High range of costs were applied. Each tier assumes a higher level of service delivered, thus increased cost. Discussions with the client helped to determine what was scope was required for each of the tiers, and cost ranges were applied based on this. Further discussions yielded their preferred and or expected outright cost of that particular stream of work. That cost then governed which tier was then applied for that project.

2 Risks

The largest risk on every programme works element is lack of defined scope. Whilst the best efforts have been made create a range of cost for upgrades / alterations, the final cost of any element is ultimately governed by the level of service required.

Should a higher level of service be required on a project, the cost will increase, thus the Option Choice will likely increase i.e. from Low to Medium, or Medium to High.

Projects are ultimately performance driven, or budget driven. If performance driven, the design will be conducted based on the required performance metrics, and an updated and more certain estimate can be created. If the project is budget driven, a list, in order of performance preferences, needs to be created, and a design created to maximise the performance criteria for the budget given.

Certain project solution choice may require Resource Consents. Costs of Consenting are highly variable and can have additional cost implications due to objections / lodgements in the Environment Court.

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If property acquisition is required, this can cause significant delays to a project.

3 Opportunities

Once a more defined scope is created, each project should have the ability to explore opportunity savings in it. Each project is different however, so a decision that allows a cost saving in one project may not be appropriate and / or applicable in another.

Programming of the works can also lead to opportunities due to economies of scale, as well as other factors such as limiting the number of establishment and disestablishments required, waste material from one project can be used as fill in another (preventing Project 1 having all cut to waste off site, then Project 2 has all fill material as imported) etc. Putting multiple projects into one larger procured project also allows for plans and reports to be combined, preventing duplication.

Choosing a solution that does not require property acquisition will achieve practical completion of that project a lot earlier than if property is required.

4 Cost Range Assumptions

The following assumptions we used to create each cost range. The costs shown are the Expected costs, inclusive of all fees and Client Managed Costs.

There are three tiers of cost (Low, Medium and High). Each tier represents an increased quantum of work / higher level of service. The range is to allow for a smaller increase in the quantum of work within each tier, and for increased complexity of a given task within the tier.

- Corridor Improvements
    - Low - $0.1M - $0.25M per km
    - Medium - $0.25M - $2M per km
    - High - $2M - $10M per km
    - Where a more specific corridor was listed e.g. Waitarere Beach Road, the percentage of its road length deemed as difficult terrain for construction had additional costs applied to that length to cater for these complexities and elevated costs
- Intersection Upgrades
    - Low – basic upgrades (signs, speed tables etc)
    - Medium – Raised intersection, potentially signals, better lighting
    - High – Assumed full new roundabout
    - Each intersection location was assessed for constructability, property impacts, potential service impacts etc, and priced accordingly
- Walking and Cycling Routes (defined location)
    - Low - $0.2M - $0.6M per km
        - Assumes basic upgrades like signs, green cycle paint
    - Medium - $1.2M - $2M per km
        - Assumes moving kerb on one side, and making 3m (min) wide path on that side

    - High - $3M - $5M per km
        - Assumes path on both sides
        - Both sides require moving kerb
        - Likely light pole relocation, power relocation etc
- Micromobility Routes (defined location)
    - Low - $0.2M - $0.6M per km
        - Assumes basic upgrades like signs, green cycle paint
    - Medium - $1.2M - $2M per km
        - Assumes moving kerb on one side, and making 3m (min) wide path on that side
    - High - $3M - $5M per km
        - Assumes path on both sides
        - Both sides require moving kerb
        - Likely light pole relocation, power relocation etc
- Package Works
    - Where there is no defined location of work e.g. *Improve Road Drainage in flood prone areas, district wide*, an estimate of cost has been included, however the costs are highly subjective. Greater understanding of the scale and type of works is required to have smaller ranges.
    - This includes items like:
        - Improved Bus Services
        - PT Shuttle service
        - Micromobility Networks
        - Access Improvements
        - Rail Station Access
        - Resilience Works
        - Inter-community Connections
        - Regional-wide network connections

5 Summary

In summary, three tiers of performance/cost were developed. The higher the desired performance, the higher the cost. Due to the unknown nature and scope of the works required, each tier was then given a higher and lower bound to allow for the uncertainties within the cost tier.

The cost range within each tier provides the level of uncertainty and risk aligned to that expected scope or performance outcome. Through discussions, a 'likely' cost was agreed.

The attachment to this technical note shows the estimated cost ranges for the projects within the two short listed programmes.

Short List Assessment of Programmes - Cost Estimates

Programme 2: Better Access and Connectivity

Figures are represented in $M (millions)

Ref	1-5 year projects	Option Choice	Low Range	High Range	Likely
1	Safety Improvements: Hokio Beach - Beach Road - The improvement philosophy is to make specific design changes at the key crash locations along the corridor to reduce the likelihood of the risk i.e. barriers, shoulder widening, speed reduction, signage, traffic calming measures etc. It is not intended to be a full midblock corridor reconstruction, rather elements within the corridor extent improved specifically related to the safety issues identified.	Low	1.0	2.5	2.0
2	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. Proposed improvements include: pavement rehabilitation, sealed width widening, walking and cycling facilities, kerb and channel.	Medium	0.6	5.0	5.0
3	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. The proposed works include: road space reallocation, shared use path, intersection improvements to improve safety and access for active modes, pavement improvements if required. Existing kerbs are to be retained throughout the midblock except where absolutely deemed necessary.	High	8.0	40.0	7.0
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)	Medium	0.5	1.0	0.8
Ref	**6-10 year Projects**				
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans	Low	0.6	3.0	1.0
2	Waikawa Beach Road ~7km - transport corridor improvement for resilience purposes, step up from low cost low risk measures	Low	0.7	1.8	1.0
3	Gladstone Road ~10km - transport corridor improvement for resilience purposes, step up from low cost low risk measures	Medium	3.1	25.0	4.0
4	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands	Low	1.0	2.0	1.0
5	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety	Medium	1.0	2.0	1.0
6	Johnston Street/Union Street intersection improvement for safety	Low	2.0	5.0	5.0
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane	Medium	10.0	25.0	15.0
8	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass	Medium	1.2	9.5	3.0
9	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)	Low	1.0	5.0	3.0
10	Cycling network improvements outside schools +/-500m either side (related to project no. 9)	High	2.0	5.0	2.0
11	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new O2NL Shared Use Path. Avenue Road is a Primary active modes corridor under the LNOF	Low	0.4	1.2	1.0
12	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)	Low	0.5	1.0	0.5
13	Levin town centre improvements - Oxford Street, Bath to Queen St.	Medium	1.0	5.0	3.0
14	Transport hub improvements - better parking at train station, maybe moving bus stop to train station	Low	1.0	2.0	1.0

Short List Assessment of Programmes - Cost Estimates

Programme 5: Balances Approach District Wide

Figures are represented in $M (millions)

Ref	1-5 year projects	Option Choice	Low Range	High Range	Likely
1	Implement a freight study for road and rail to determine access to local industry	Low	0.1	0.5	0.1
2	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands	Low	1.0	2.0	1.0
3	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Proposed improvements include: pavement rehabilitation, sealed width widening, kerb and channel. Limited walking and cycling facilities	Medium	3.0	5.0	3.0
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)	Medium	1.0	2.0	0.8
5	Transform Roslyn Road to a freight Bypass in Levin. Proposed works include: pavement rehabilitation, sealed width widening, kerb and channel.	Medium	10.0	15.0	10.0
Ref	**6-10 year Projects**				
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans	Low	1.0	3.0	1.0
2	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety	Low	0.3	0.5	0.5
3	Improve safety through changes to lane markings to assist with banned movements being better recognised	Medium	0.2	0.5	0.1
4	Improve intersection safety at - Cook Street - Main St SH1, Foxton	Low	0.5	1.0	0.5
5	Improve intersection safety at - Russell Street/Robinson	Medium	3.0	5.0	1.0
6	Improve intersection safety at - Union Street	Medium	3.0	5.0	10.0
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane	Medium	10.0	25.0	15.0
8	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)	Low	1.0	5.0	3.0
9	Cycling network improvements outside schools +/-500m either side (related to project no. 9)	High	2.0	5.0	2.0
10	Address speeding through Shannon's local streets, rat running past SH57.	Low	0.5	1.0	0.5
11	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - The proposed works include: road space reallocation to accommodate increased traffic volumes, minimal improvements for active modes	Medium	3.0	5.0	4.0
12	Create a package of works that aim to restrict heavy vehicle movements through urban and township areas	Low	1.0	5.0	1.0
13	Levin town centre improvements - Oxford Street, Bath to Queen St.	Low	0.5	1.0	2.0
14	Shannon town centre improvements	Medium	1.0	3.0	1.0

Prepared for: Horowhenua District Council

Horowhenua Local Road Network - Programme Business Case

Prepared by: WSP

Preferred Programme Assessment - Cost Estimates

Programme 2: Better Access and Connectivity

Figures are represented in $M (millions)

		Development			Pre-Implementation			Implementation			Phys Works	Total
Ref	1-5 year projects	Fees	CmC	Total	Fees	CmC	Total	Fees	CmC	Total		
1	Safety Improvements: Hokio Beach - Beach Road - The improvement philosophy is to make specific design changes at the key crash locations along the corridor to reduce the likelihood of the risk i.e. barriers, shoulder widening, speed reduction, signage, traffic calming measures etc. It is not intended to be a full midblock corridor reconstruction, rather elements within the corridor extent improved specifically related to the safety issues identified.	0.05	0.03	0.08	0.13	0.06	0.19	0.08	0.05	0.13	1.60	2.00
2	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Proposed improvements include: pavement rehabilitation, sealed width widening, walking and cycling facilities, kerb and channel.	0.12	0.08	0.20	0.32	0.16	0.48	0.20	0.12	0.32	4.00	5.00
3	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - The proposed works include: road space reallocation, shared use path, intersection improvements to improve safety and access for active modes, pavement improvements if required. Existing kerbs are to be retained throughout the midblock except where absolutely deemed necessary.	0.17	0.11	0.28	0.45	0.22	0.67	0.28	0.17	0.45	5.60	7.00
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)	0.02	0.01	0.03	0.05	0.02	0.07	0.03	0.02	0.05	0.60	0.75
Ref	6-10 year Projects											
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans	0.02	0.02	0.04	0.06	0.03	0.10	0.04	0.02	0.06	0.80	1.00
2	Waikawa Beach Road ~7km - transport corridor improvement for resilience purposes, step up from low cost low risk measures	0.02	0.02	0.04	0.06	0.03	0.10	0.04	0.02	0.06	0.80	1.00
3	Gladstone Road ~10km - transport corridor improvement for resilience purposes, step up from low cost low risk measures	0.10	0.06	0.16	0.26	0.13	0.38	0.16	0.10	0.26	3.20	4.00
4	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands	0.02	0.02	0.04	0.06	0.03	0.10	0.04	0.02	0.06	0.80	1.00
5	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety	0.02	0.02	0.04	0.06	0.03	0.10	0.04	0.02	0.06	0.80	1.00
6	Johnston Street/Union Street intersection improvement for safety	0.12	0.08	0.20	0.32	0.16	0.48	0.20	0.12	0.32	4.00	5.00
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane	0.36	0.24	0.60	0.96	0.48	1.44	0.60	0.36	0.96	12.00	15.00
8	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass	0.07	0.05	0.12	0.19	0.10	0.29	0.12	0.07	0.19	2.40	3.00
9	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)	0.07	0.05	0.12	0.19	0.10	0.29	0.12	0.07	0.19	2.40	3.00
10	Cycling network improvements outside schools +/-500m either side (related to project no. 9)	0.05	0.03	0.08	0.13	0.06	0.19	0.08	0.05	0.13	1.60	2.00
11	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new O2NL Shared Use Path. Avenue Road is a Primary active modes corridor under the LNOF	0.02	0.02	0.04	0.06	0.03	0.10	0.04	0.02	0.06	0.80	1.00
12	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)	0.01	0.01	0.02	0.03	0.02	0.05	0.02	0.01	0.03	0.40	0.50
13	Levin town centre improvements - Oxford Street, Bath to Queen St.	0.07	0.05	0.12	0.19	0.10	0.29	0.12	0.07	0.19	2.40	3.00
14	Transport hub improvements - better parking at train station, maybe moving bus stop to train station	0.02	0.02	0.04	0.06	0.03	0.10	0.04	0.02	0.06	0.80	1.00

DRAFT_Long List Package Groupings - 8 May SD v08

10/10/2024

APPENDIX I: RISK REGISTER

Short List Assessment of Programmes - Project List

Programme 2: Better Access and Connectivity

Ref	1-5 year projects
1	Safety Improvements: Hokio Beach - Beach Road - The improvement philosophy is to make specific design changes at the key crash locations along the corridor to reduce the likelihood of the risk i.e. barriers, shoulder widening, speed reduction, signage, traffic calming measures etc. It is not intended to be a full midblock corridor reconstruction, rather elements within the corridor extent improved specifically related to the safety issues identified.
2	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. Proposed improvements include: pavement rehabilitation, sealed width widening, walking and cycling facilities, kerb and channel.
3	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth. The proposed works include: road space reallocation, shared use path, intersection improvements to improve safety and access for active modes, pavement improvements if required. Existing kerbs are to be retained throughout the midblock except where absolutely deemed necessary.
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)
Ref	**6-10 year Projects**
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans
2	Waikawa Beach Road ~7km - transport corridor improvement for resilience purposes, step up from low cost low risk measures
3	Gladstone Road ~10km - transport corridor improvement for resilience purposes, step up from low cost low risk measures
4	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands
5	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety
6	Johnston Street/Union Street intersection improvement for safety
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane
8	Roslyn Road - Investigate and Implement Improvements to cater to increased traffic due to Ō2NL & Growth - note not a freight bypass
9	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)
10	Cycling network improvements outside schools +/-500m either side (related to project no. 9)
11	Avenue Road - Investigate and Implement safe walking and cycling connections to ensure good connectivity to the new O2NL Shared Use Path. Avenue Road is a Primary active modes corridor under the LNOF
12	Create a package of works to improve pedestrian accessibility and amenity within walking distance of Levin town centre (400m)
13	Levin town centre improvements - Oxford Street, Bath to Queen St.
14	Transport hub improvements - better parking at train station, maybe moving bus stop to train station

Short List Assessment of Programmes - Project List

Programme 5: Balances Approach District Wide

Ref	1-5 year projects
1	Implement a freight study for road and rail to determine access to local industry
2	Bath / Cambridge Intersection - Capacity improvements due to increased traffic demands
3	Tararua Road (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - Proposed improvements include: pavement rehabilitation, sealed width widening, kerb and channel. Limited walking and cycling facilities
4	New intersection with Arapaepae Road South (revoked SH57) and new link Road from Tara-Ika under O2NL. (note in line with Liverpool Street but does not provide connection to Liverpool Street)
5	Transform Roslyn Road to a freight Bypass in Levin. Proposed works include: pavement rehabilitation, sealed width widening, kerb and channel.
Ref	**6-10 year Projects**
1	Reroute traffic to create better connections through and across places such as Foxton and Shannon via network plans
2	Bath / Oxford St intersection - improvements for pedestrian accessibility and safety
3	Improve safety through changes to lane markings to assist with banned movements being better recognised
4	Improve intersection safety at - Cook Street - Main St SH1, Foxton
5	Improve intersection safety at - Russell Street/Robinson
6	Improve intersection safety at - Union Street
7	Improve intersection safety at staggered Tee intersection with Liverpool / Cambridge / Oxford / South Lane
8	Create a package of works which focuses on cycling network connectivity for schools throughout Levin - Focus is on the links between the key corridors (related to project no. 10)
9	Cycling network improvements outside schools +/-500m either side (related to project no. 9)
10	Address speeding through Shannon's local streets, rat running past SH57.
11	Queen St East (Oxford Street to Arapaepae Road South – revoked SH1 and 57) - The proposed works include: road space reallocation to accommodate increased traffic volumes, minimal improvements for active modes
12	Create a package of works that aim to restrict heavy vehicle movements through urban and township areas
13	Levin town centre improvements - Oxford Street, Bath to Queen St.
14	Shannon town centre improvements

File No.: 25/520

7.5 Update to Elected Members Allowances and Reimbursement of Expenses Policy

Author(s)	Grayson Rowse **Principal Advisor - Democracy | Kaitohutohu Mātāmua - Manapori**

Approved by	Ashley Huria **Business Performance Manager | Tumu Tutukinga Pakihi**
	Jacinta Straker **Group Manager Organisation Performance | Tumu Rangapū, Tutukinga Whakahaere**
	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. This report advises Council on the recent update to the Local Government Members (2025/26) Determination 2025, and presents minor amendments to the Elected Members Allowances and Reimbursement of Expenses Policy for approval

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive Report 25/520 Update to Elected Members Allowances and Reimbursement of Expenses Policy.

B. That Council note the changes to vehicle kilometre rates and childcare reimbursement rates incorporated from the Local Government Members (2025/26) Determination 2025

C. That Council approves the amendments to the Policy clarifying the definition of Council business in relation to Community Board members, requiring expenses and allowances to be claimed for within 3 months of them falling due and introducing a home security allowance reimbursement.

D. That Council note the home security reimbursement and the increase in the childcare reimbursement will be available to members from the day after the return of the election results for the 2025 local body elections. The home security reimbursement will also only be available based on recommendations from a security threat and risk assessment authorised by the Chief Executive.

BACKGROUND | HE KŌRERO TŪĀPAPA

2. From time to time Elected Members incur expenses on Council's behalf which are required to be reimbursed. This reimbursement and the use of Council-supplied resources applies only to Elected Members personally, and only while they are acting in their official capacity as elected members.

3. Council's Policy on Elected Members' Allowances and Recovery of Expenses is updated following determination from the Remuneration Authority.

4. The Remuneration Authority is an independent body that determines, amongst other, the remuneration of, and allowances payable to, local government members.

5. The Authority has issued it latest determination - Local Government Members (2025/26) Determination 2025 – effective form 1 July 2025.

6. This latest Determination has made changes to the allowances payable to elected members.
7. The Determination can be read in full here: Local government members remuneration | Remuneration Authority

DISCUSSION | HE MATAPAKINGA

8. The latest determination has made changed to the vehicle kilometre rate, childcare expenses reimbursement, and introduced a home security expenses reimbursement.

Vehicle-kilometre Rate

9. The change in vehicle-kilometre rate has seen the rates for both petrol- and diesel-powered vehicles increase, but at different rates. Petrol powered vehicle and diesel powered vehicles each have a separate rate for distance travelled.
10. The petrol-hybrid rate has been reduced and the electric vehicle rate increased.
11. These rates are effective from 1 July 2025

Childcare Expenses

12. The childcare expenses reimbursement has been increased from $6,000 per year to $7,500 per year.
13. This increase is only available for expenses incurred from the day after the return of the election results for the 2025 local body elections.

Home Security Expenses

14. The new home security expenses reimbursement is for up to $4,500 for purchase and installation of an alarm system, and for up $1,000 per year in monitoring, call-out and maintenance costs.
15. The provision of an alarm will be available to an elected member based on a security threat and risk assessment authorised by the Chief Executive. The installation of the security alarm would be at an elected member's primary place of residence within the Horowhenua District.
16. The home security expenses reimbursement is only available for expense incurred form the day after the return of the election results for the 2025 local body elections.

Confirmation of statutory compliance

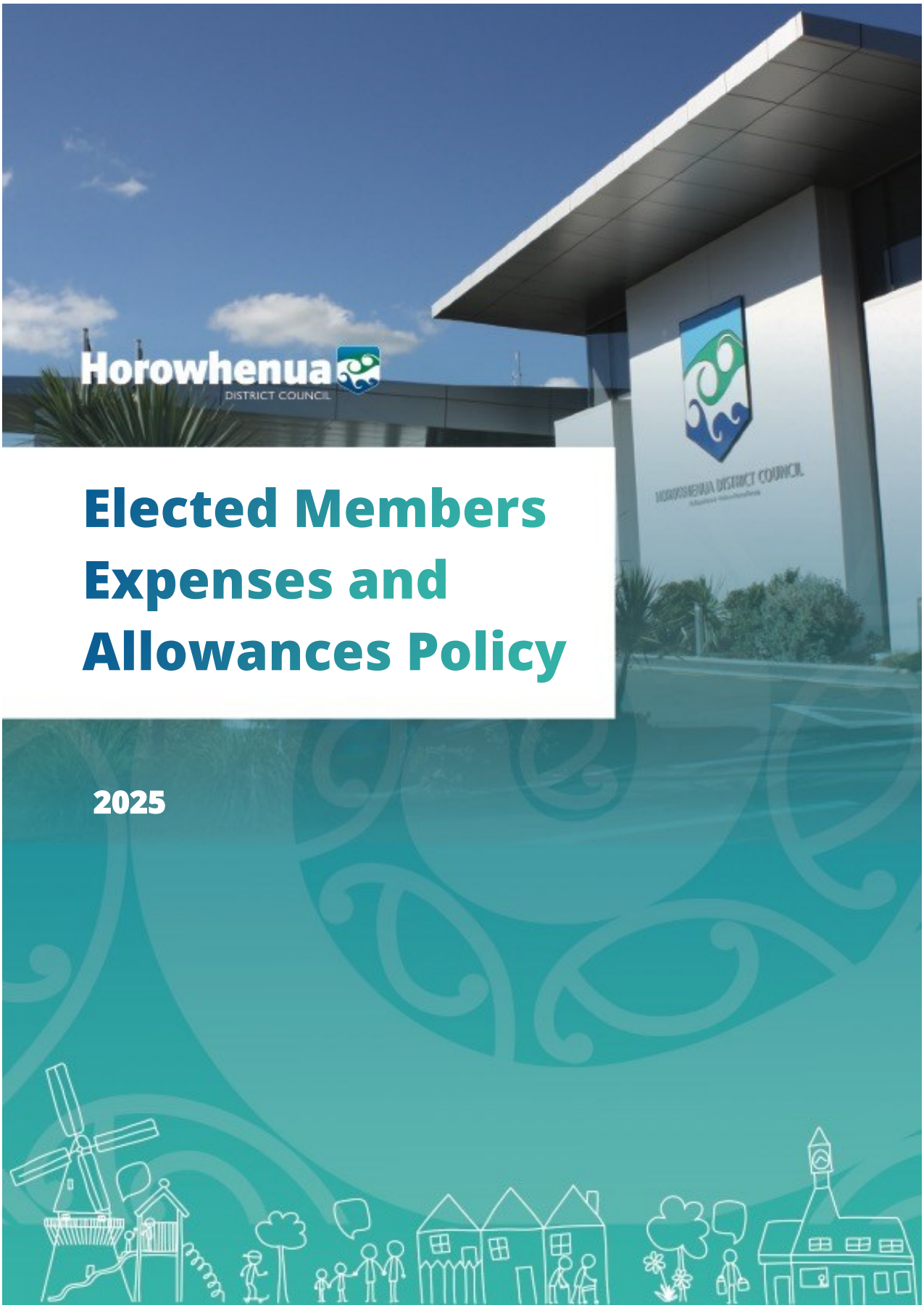
In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Elected Members Allowances and Expenses Policy - update 2025	511


Horowhenua
DISTRICT COUNCIL
Elected Members Expenses and Allowances Policy
2025

Version Control

Version	Changes	Date
2.1	Replaces previous version – D22/73806	07/04/2024
2.2	Updated kilometer rate effective 01 July 2024 - Amendments to clause 11 and part 2 of the schedule of the Local Government Members (2024/25) Determination 2024	31/07/2024
2.3	Updated kilometre rate, changes to definition of Council business, limit on claims within three months, home security allowance added	03/09/2025

Introduction

1. Purpose

To set out rules for the payment of allowances and for claiming of expenses by Elected Members.

2. Scope

This policy applies to Elected Members while they are acting in their official capacity during their term of office.

3. Context

From time to time Elected Members incur expenses on the Council's behalf, which need to be reimbursed. This reimbursement and the use of Council-supplied resources apply only to Elected Members personally, and only while they are acting in their official capacity as Elected Members.

Costs for expenses must have a justifiable business purpose, be moderate and conservative having regard to the circumstances, and be appropriate in all respects.

4. Definitions

The following definitions apply to this document:

Term	Definition
Actual	Means as evidenced by the original receipt attached to the expense claim form.
Reasonable	Means that it is within the amount specified by this policy or as deemed reasonable by the Mayor and/or Chief Executive.
Council business	includes: formal Council and Community Board meetings, committee meetings, workshops, seminars, statutory hearings, training courses, site visits, meetings with staff, meetings with community groups, meetings with members of the public. It does not include events where the primary focus is on social activity. Attendance at meetings with community groups, and meetings with members of the public by Board members must be within the Kerekere Ward boundary to be considered Council business for the purposes of this policy.
Remuneration Authority	is an independent body established by the Remuneration Authority Act 1977, with responsibilities under the Local Government Act 2002 to determine remuneration and expense/allowance rules for local authority members.

5. Principles

The process for reimbursement of claims includes the following principles:

- any expenses to be reimbursed must be on an actual and reasonable basis and in line with Council policy
- full original receipts are required to accompany the expense claim form
- expense claims are to be approved by the Chief Executive and Risk and Assurance Committee Chairperson in the case of the Mayor, and Chief Executive in the case of all other Elected Members.
- all claims must be made within a timely manner

All reimbursements will be made electronically into a nominated bank account in line with payroll dates.

In the case of one-off expenditure such as travel to conferences, the process and prior approvals required are detailed in this policy.

In the case of vehicle mileage, travel time and communications, all limits set in this document do not exceed the Remuneration Authority's Determination.

The Council's internal audit work programme includes sampling expense claims and allowances paid to Elected Members and staff.

All expenditure that falls under this policy is approved on the condition that it can be met within relevant budget provisions.

Claims of allowances and reimbursement of expenses must be made no less frequently than 3-monthly. Claims made for allowances or expenses incurred more than three months from the date of the claim will not be accepted.

6. Elected Members' Allowances and Expenses

Position	Expense/ Allowance	Description
Elected Members	Taxis (including Uber and other ride-share options)	Taxis may be used for Council business, instead of private vehicles or public transport, for the following reasons: • safety/security reasons, and • when travelling outside the district if a taxi is the most appropriate form of transport. Taxis may not be used if significant travel distances mean that use of a taxi is not the most cost effective option. Rental cars booked by staff should be considered as an option in such circumstances. Costs paid for directly by the individual for unanticipated travel within New Zealand or for international travel will be reimbursed on presentation of actual receipts.
Elected Members	Accommodation	Accommodation may be arranged for Elected Members when travel or business requirements do not allow for the return on the same day.

Elected Members	Private accommodation provided by friends/relatives	Payment of $50 per night when staying in private accommodation, to cover accommodation, breakfast and dinner. It is intended that at least a portion of this allowance is paid to the accommodation provider.
Elected Members	Domestic Air Travel	HDC is a participating agency to the All of Government air travel services contract. This enables HDC to access discounted airfares from a panel of airlines providing comprehensive route coverage domestically and internationally. All Elected Members are entitled to utilise domestic air travel for Council related travel, generally where travel by air is the most cost effective travel option.
Elected Members	International Air Travel	All Elected Member international air travel is by way of economy class, where all or part of the costs of the fares are to be met by the Council. The approval of the Council is required for exceptions, e.g. where Premium Economy or the equivalent air travel is desirable for health or other compelling reasons.
Elected Members	Air Points	Air Points accumulated while on Council business cannot be utilised for personal use.
Elected Members	Daily Meal Allowance	Where it is necessary to travel out of town overnight for business purpose, HDC will cover reasonable meal expenses where meals are not otherwise provided for as part of the approved business travel. HDC consider a daily meal allowance of $NZ110 (excl GST) as reasonable with the intent this is to be shared over at least two meals.
Elected Members	Parking Expenses	Reimbursement of casual car parking costs related to Council or Community Board business held at any Council premises. This will be on receipt of a signed claim form accompanied by a receipt.
Mayor	Car Parking	Use of an assigned car park in Civic Building.
Councillors	Car Parking	Use of one of three 'Councillor' assigned car parks in the Civic Building basement.
Elected Members	Rental Cars	Rental cars may be utilised when attending meetings or conferences in other centres, where this is the most cost effective travel option.
Elected Members	Annual Function	Council will fund an annual function for Elected Members and their partners/spouses.

<table>
<tr><td>Mayor</td><td>Entertainment and Hospitality</td><td>The Mayor holds a credit card to pay directly for any entertainment or hospitality expenses incurred while carrying out Council business. Full receipts and details of the names of parties entertained and reasons for the entertainment are to be provided.

Reimbursement of costs incurred while hosting official visitors to the Council, or while travelling on Council business. These costs can cover a range of items including, but not limited to, tea/coffee, and catering including alcohol with meals.</td></tr>
<tr><td></td><td>Communications Technology, Stationery and Consumables</td><td>Council will provide a laptop to all Elected Members for Council business.

Internet connection allowance – all Elected Members will receive an allowance of $30.76 per fortnight ($800 per year) for use of home internet for Council business.

Mobile phone use allowance – all Elected Members will receive an allowance of $7.69 per fortnight ($200 per year) for use of their mobile phone, for Council business.

Mobile phone service allowance - all Elected Members will receive $19.23 per fortnight ($500 per year) for the use of the member's own mobile telephone service for Council business.

ICT consumables provision - supply of reasonable amounts of paper and printer consumables for Council business up to an annual value of $200 per elected member.

Summary of ICT Allowances<table><tr><th>Category</th><th>Allowance</th><th>How paid</th></tr><tr><td>Internet Connection</td><td>$800 annually</td><td>$30.76 fortnightly</td></tr><tr><td>Mobile phone device</td><td>$200 annually</td><td>$7.69 fortnightly</td></tr><tr><td>Mobile phone service</td><td>$500 annually</td><td>$19.23 fortnightly</td></tr><tr><td>ICT Consumables</td><td>$200 annually</td><td>Supplied on request up to annual limit</td></tr></table></td></tr>
<tr><td>Elected Members</td><td>General Community Related Expenses</td><td>From time to time Elected Members may have unforeseen costs arise for items relating to community events, e.g. payment of koha, or purchasing a wreath for attendance at a commemorative event.</td></tr>
</table>

		Reimbursement of such expenditure should have prior approval by the Chief Executive. The items should be appropriate to the occasion and expenditure should be moderate and conservative.
Elected Members	Childcare	Council will pay a childcare allowance of up to $7,500 per annum to an eligible member, as a contribution towards expenses incurred while the member is engaged in local authority business: – if the member is a parent or guardian of the child or is a person who usually has responsibility for the day-to-day care of the child; – the child is under 14 years of age; – the childcare is provided by a person who; • is not a parent of the child or a spouse, civil union partner, or de facto partner of the member and • does not ordinarily reside with the member, and – the member provides satisfactory evidence of the amount paid for childcare (invoice/receipt) and completes a claim form.
Elected Members	Vehicle mileage	A vehicle mileage allowance for Elected Members using their own vehicle while on Council or Board related business will be paid as follows: (a) for a petrol vehicle: (i) $1.17 per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and (ii) $0.37 per kilometre after the first 14,000 kilometres of eligible travel in the determination term; (b) for a diesel vehicle: (i) $1.26 per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and (ii) $0.35 per kilometre after the first 14,000 kilometres of eligible travel in the determination term; (c) for a petrol hybrid vehicle: (i) $0.86 per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and (ii) $0.21 per kilometre after the first 14,000 kilometres of eligible travel in the

		determination term; (d) for an electric vehicle: (i) $1.08 per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and (ii) $0.19 per kilometre after the first 14,000 kilometres of eligible travel in the determination term. Mileage to be paid on receipt of a completed and signed claim form.
Mayor and Councillors	Travel and conferences, courses and seminars	Conference, course, seminar or training attendance must be relevant and contribute to the Elected Member's ability to carry out Council business. Attendance at these events when held in New Zealand must be approved by both the Mayor and the Chief Executive. Attendance at these events when held overseas must be approved by the Council. Council will fund the cost of attendance of the Mayor and up to four Elected Members, at the annual LGNZ Conference. Attendance at the Annual LGNZ Conference is to be formally endorsed by Council prior to attending.
Te Awahou Foxton Community Board Members	Conferences	Council will fund the cost of attendance of the Board Chair and one other Board Member, at the bi-annual New Zealand Community Board Conference. This is to be formally endorsed by TAFCB members prior to attending.
Elected Members	Home Security Allowance	Reimbursement of expenses of up to $4,500 for purchase and installation of security alarm at elected members primary place of residence in the Horowhenua District. Reimbursement of expenses for monitoring, call-outs and maintenance of installed alarm of up $1,000 per year, whilst security threat remains. Eligibility for this allowance is based on a recommendation from a security threat and risk assessment authorised by the Chief Executive.

7. Related Documents

- HDC Sensitive Expenditure Policy.
- Local Government Members (2025/25) Determination 2025 : Local Government Elected Members (2025/26) Determination 2025 (SL 2025/140) (as at 31 July 2025) Contents – New Zealand Legislation

File No.: 25/519

8.1 Organisation Performance Report - September 2025

Author(s)	Sue Fifita-Tovo **Executive Officer | Āpiha Mātāmua**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. This report presents the Organisation Performance Report for September 2025.

This matter relates to Pursuing Organisation Excellence

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

RECOMMENDATION NGĀ | TAUNAKITANGA

A. That Council receive and note Report Organisation Performance Report - September 2025.

BACKGROUND | HE KŌRERO TŪĀPAPA

2. The full Organisation Performance Report is prepared for every second full Council meeting and aims to provide a comprehensive overview of the activities of each of the six groups within Council, a financial overview to 30 June 2025 and reporting on the Statement of Service Performance (SSPs) and Organisation Performance Measures (OPMs).

3. The report aligns with the Council 2024/25 Plan on a Page which was adopted in July 2024 and remains active until 31 December 2025, and reports on the status of each of the top priorities identified by Council.

DISCUSSION | HE MATAPAKINGA

4. The intent of the report is to prompt open, transparent and constructive discussion both around the Council table and within the community. It is a record of work undertaken by the organisational arm of Council and outlines progress against actions which align with the Council's vision and the community's expectations.

Year End 30 June 2025 – Financial Overview

5. As at 30 June 2025, Council delivered strong financial and operational results across its capital and operating programmes, while maintaining prudent debt levels below strategic limits

6. Capital Expenditure: $32m of the capital programme was completed against a forecast of $31.2m and a full-year budget of $44.5m. Approximately $5m of committed projects will be carried forward into 2025/26, with a paper for Council approval scheduled for September. Despite these carry forwards, projections indicate a net reduction of $4.7m in capital spend over the four-year period to 2027/28.

7. Underlying Operating Result: Preliminary results show underlying net savings of $800k, exceeding the $300k–$500k target. This reduces the need for net borrowings and strengthens Council’s capacity to manage unplanned costs in 2025/26, supporting the goal of improving credit ratings.

8. Operating Income: Income was $0.4m above plan, driven by higher consenting revenue and waste rebates, partly offset by lower Waka Kotahi funding and timing changes to CIP funding. Council also received $2.2m in vested assets during the year. Surplus waste rebate

levy funds (after costs) were transferred into a new reserve fund, which will be reported in the 2024/25 Annual Report.

9. Operating Expenditure: Expenditure was $0.9m below budget due to lower professional services, operating costs, and employee costs from vacancies. Excluding non-cash items, the favourable variance supports the positive underlying result. Non-cash adjustments included a $2.3m interest rate swap loss, $3.1m loss on disposal of assets, and a $5m increase in landfill provision (now including trade waste costs for leachate management).

10. Borrowings: External debt stood at $240m (net debt $174m) at year end, sourced entirely from the LGFA. Net debt to operating revenue was 198%, below the budgeted 229% and well under the 250% financial strategy limit, primarily due to a $5m reduction in capital spend.

11. Overall, Council achieved a strong capital delivery result, delivered operating savings beyond target, and maintained debt within prudent limits—providing resilience heading into the 2025/26 year.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Organisation Performance Report - 10 September 2025	523



Horowhenua District Council

Organisation Performance Report

10 September 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 June – 15 August 2025.

The financial reporting, SSPs and OPMs is the full 2024/25 Financial Year and for the 2025/26 Financial year to 31 July 2025.

Executive Summary

I am pleased to present the September 2025 Organisation Performance Report, providing a comprehensive overview of Council's operational activities across all six groups.

Community Experience and Services

The end of June marked the completion of Year 1 of Council's Community Wellbeing Strategy, with most actions achieved and a strong foundation established for the next phase. The Community Wellbeing Committee has been pivotal in maintaining momentum and accountability, while progress has been made in building community capability, inclusion and participation.

During this period, Council advanced key environmental initiatives and partnerships. At Waikawa Beach, work continued with the Community Group, Ngāti Wehi Wehi and Horizons Regional Council on vehicle access options, while the Wetland Planting Project on Hokio Sand Road established over 15,000 locally grown plants, delivering ecological and employment benefits. Council also supported Horizons in hosting the New Zealand Biosecurity Conference, showcasing collaborative efforts at Foxton Beach and the Manawatū Estuary.

The Property team focused on strengthening compliance and asset management processes, including enhancements to Building Warrant of Fitness procedures and progressing procurement of a new gas contract incorporating decarbonisation planning. Community Facilities delivered programmes and services that connect, celebrate and empower residents, alongside investments in tools and frameworks to support long-term decision-making.

Regulatory Services responded to legislative change and policy development, with outcomes including Council's adoption of the Dog Control Bylaw and Policy, implementation of new MPI

requirements and a focus on enforcement following serious dog incidents. Staff development and sector collaboration further strengthened capability and resilience.

Community Infrastructure

The 2024/25 year was one of strategic adaptation and continued delivery across infrastructure services. In Land Transport, despite significant funding reductions in the National Land Transport Programme, officers reprioritised programmes to safeguard core services and public safety, delivering 94% of the annual budget while advancing critical renewals and capital projects.

In Solid Waste, education resources for schools are being developed, with the potential to reach 8,500 students annually. Draft agreements for waste transfer stations and kerbside rubbish bag collections are underway which will require Council direction, and early investigations into a Levin Resource Recovery Centre highlight opportunities to reduce landfill volumes and promote reuse and recycling.

The Local Waters team progressed water and wastewater plant projects, including filter refurbishments, irrigation expansions and floating wetland reinstatement. Proactive maintenance remained a priority, supported by a 92% customer request response rate and strengthened health and safety practices. District-wide stormwater improvements, including new flowmeters in Foxton and Foxton Beach, are enhancing data collection, informing future modelling, and supporting flood resilience.

Two significant events took place at the end of August; the signing of the Water Services Delivery Plan along with Palmerston North City Council and Rangitikei District Council, and the turning of the sod for the commencement of the Levin Wastewater Treatment Plant upgrade. This section of the upgrade includes the installation of a wastewater inlet pipe to replace the existing pipe which was built in 1963 and showing signs of cracking and has become highly vulnerable.

Community Vision and Delivery

The group made significant progress on Council's Top Priorities, including the Levin Town Centre Transformation, the Ō2NL expressway and revocation and integrated growth planning.

Also during this period, Council's communications and engagement focused on major initiatives and public interaction. Highlights included supporting the new water services delivery plan, advocating for the Ō2NL project, and managing pre-election communications. Engagement efforts covered key policies, the Te Takeretanga o Kura-hau-pō website refresh, and progress on the Levin Town Centre Transformation. Campaigns were delivered for dog registrations, the Annual Plan, resident surveys, Civic Awards, Youth Excellence and Community Grants. Digital engagement remained strong, with horowhenua.govt.nz seeing over 46,000 engaged sessions and the library website achieving a 65% increase in engagement.

Plan Change 6A, rezoning land for housing in northwest Levin, received 72 submissions, with the Further Submission process underway.

Officers continue to monitor legislative reforms that may impact progress. Growth data confirms the district is tracking at the 95th percentile, consistent with Council's high-growth assumptions. The team also contributed to national direction submissions and the Industrial Land Steering

Group through the Wellington Regional Leadership Committee, highlighting Horowhenua's role in regional industrial land supply.

Housing and Business Development

Resource consenting performance improved, with 79% of consents issued within statutory timeframes. Subdivision and land use consents showed mixed results due to older applications, while s224 certification processing time decreased to 11 days. LIM processing continued to improve, with over 99% completed within statutory timeframes. Despite national slowdowns, local housing and development activity remains robust, supported by projects including the pending Ō2NL roading development.

Organisation Performance

The team is preparing the 2024/25 Annual Report, with Audit NZ scheduled to commence the annual audit at the beginning of September. Open audit and compliance recommendations decreased from 71 at the start of the financial year to 15 as of 6 August 2025. Standard and Poor's reaffirmed Council's A+ credit rating with a negative outlook, noting improving operating surpluses, sound financial management and tighter expense controls. Elevated debt levels and three waters reform impacts remain key considerations. Council remains committed to fiscal discipline and achieving operating efficiency targets.

Capability and Transformation

The group is embedding an annual work programme to provide a shared view of key activities, improve planning, coordination and reduce reactive responses. Phase one, focusing on recurring annual events is underway, with subsequent phases to integrate planning cycles, delivery peaks and cross-team coordination.

A major initiative, Te Mauri Hiko – The Spark of Life, was launched to strengthen agility, connection and capability across Council. With three workstreams—Cohorts, Customers and Capability—it will drive smarter ways of working, ensure improvements are customer-focused and build skills and culture for long-term transformation. The first cohort launches on 8 September.

The group continues to foster collaboration across the MWLASS collective, strengthen staff wellbeing and support community fundraising initiatives such as Daffodil Day.

Across all groups, Council has delivered strong operational performance, maintained statutory compliance and progressed key strategic priorities. These achievements demonstrate ongoing resilience, adaptability and a commitment to building a connected, capable and future-ready organisation that continues to support the community and deliver long-term outcomes for Horowhenua.



Monique Davidson
Chief Executive

Ngā Ihirangi Contents

Chief Executive Introduction and Executive Summary	2
Health and Safety Report	6
Group Updates	9
Group Updates Introduction	10
Community Experience and Services	10
Community Infrastructure	25
Community Vision and Delivery	42
Housing and Business Development	46
Organisation Performance	57
Capability and Transformation	58
Council Plan on a Page Top Priorities	59
Organisation Values	77
Financial Summary Report	81
Performance Measures	89

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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

Critical Risk Register Review

Komiti Oranga (Health and Safety Committee) Safety and Wellbeing Team held a workshop to review the critical risks identified in the Significant Hazard and Risk Register, a cornerstone of the health, safety and wellbeing system. The critical risk register is reviewed to ensure it accurately reflects the current operational environment and associated significant hazards. This type of review ensures each critical risk is assessed for relevance, potential impact and the effectiveness of existing controls. Where gaps were identified, new controls are added to mitigate the risks. Health & Safety representatives are elected from teams across council to ensure that risks identified are relative to the actual work involved across their teams. This process supports ongoing risk management and aligns with our commitment to proactive safety and continuous improvement.

Worker Engagement

Toolbox Meetings – Local Waters Horowhenua

During monthly toolbox safety meetings, the Local Waters team have focused on fostering strong engagement within the team to support a consistent approach to safety protocols and risk assessment. The sessions emphasise open communication, proactive hazard identification and discussions about improvement opportunities. Team members provide valuable insights into critical risks associated with their work tasks which enhance the whole team's understanding of site-specific challenges. A key part of the toolbox meeting includes a presentation about a specific safety subject, which this year have covered trailer safety, driving safety and awareness, manual handling, mental and physical health. These meetings give the opportunity to involve the whole team directly in safety discussions, reinforce a culture of continuous improvement and ensures everyone is informed, prepared, and committed to maintaining a safe working environment.

Risk Management

Safety with Contractors

In June, Green by Nature and Treescape safely completed the pruning of the London Plane trees along Oxford Street Levin. Pruning large trees at night-time along State Highway 1 requires heightened attention to safety due to reduced visibility, active traffic, and the complexity of working with heavy equipment in low-light conditions. Pre-start checks, include nightly toolbox talks addressing potential hazards such as falling limbs, power lines, and uneven terrain. All personnel wear high-visibility PPE with reflective elements, and the work zone is clearly marked with signage, cones, and traffic management support. Lighting is used both on the ground and in elevated work areas and is essential to ensure clear visibility for arborists and equipment operators. Coordination and communication across the teams is critical to maintain a safe perimeter and minimise risk to workers, pedestrians and motorists. This work is a great example of coordination, cooperation and communication across different contractors to safely complete a technical and high risk piece of work.



A Treescape arborist pruning a London Plane tree.

He Kōrero Hou I ngā Rōpu

Group Updates



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 1 June – 15 August 2025.

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

Te Tautāwhi I te Hapori
Community Support Activity

General Update

The end of June marked the close of Year 1 of our Community Wellbeing Strategy, and it's great to see that most of the actions we set out to achieve have been completed. This gives us a really solid base to build on as we move into the next stage of the strategy.

Our Community Wellbeing Committee continues to play an important role, bringing together Council, partners, and the community to provide leadership and keep us focused on the priorities that matter most. Their strong contribution has helped ensure momentum and accountability remain front and centre.

Across the year, we've seen real progress in building capability, inclusion and participation. By supporting people and strengthening partnerships, we're creating the conditions for communities to step forward, lead initiatives, and make a positive impact. While there's still plenty of work ahead, the progress so far shows we're heading in the right direction and making a difference for Horowhenua.

What we are delivering

We went well beyond our Community Capacity and Capability Building target of 200 participants, with 314 people joining our workshops in 2025. To build on this, we held a community review of the programme, something we hadn't done before. The response was really positive, with participants, including our Communications Team, saying how much they appreciated the chance to reflect, share ideas and learn together. It was a great way to see what works and strengthen connections across the community so that we can continue to build on a

programme that grows the capacity and capability of those people working within our community to generate greater outcomes.

We partnered with the Department of Internal Affairs (DIA) and the Eastern and Central Community Trust (ECCT) to host a Fund Writing Workshop, which drew a full house of around 50 participants. The session gave people practical skills and confidence in preparing strong funding applications. By doing this, we've helped open the door for more community members to successfully access funding and bring their ideas and projects to life. In doing so, this will ensure more community funding is directed towards Horowhenua.

We're working closely with our former refugee communities to make sure they feel confident and included in local democracy. For many, past experiences in countries where voting processes were not robust can lead to a lack of trust or confidence in elections here. That's why this work is so important. Volunteers developed a participation plan and recently held their first community information session, which was well attended and a real success. We're also supporting by translating key voting materials into different languages, so everyone has the same opportunity to understand and take part. These sessions give people a safe space to ask questions, learn about the process and build confidence in our system. It's all about making sure every voice in our district has the chance to be heard.

Our Community Funding and Recognition Committee met, and for the very first time considered project applications to the Youth Empowerment Fund. The team has been on a journey designing and facilitating a fund that backs young people to lead projects that uplift their communities and their own wellbeing. We heard about a local college who shared how they run a Breakfast Club to help students arrive in class fed and ready to learn. A multicultural group of rangatahi are forming a Youth Council to lead an anti-racism campaign and celebrate diversity. And Charlie, who delivered a heartfelt kōrero about a three-day noho marae to build cultural identity, leadership and connection. As he put it, "if you need a friend, you'll have a friend" when asked about those who will attend the noho. What made the meeting even more powerful? Two rangatahi from Youth Voice sat at the decision-making table, actively contributing, leaning into the discussion and helping shape the outcomes. Real youth voice in action and not tokenistic.



Translated Voting Poster



Applicants to the Youth Empowerment Fund

Financial

Funding Impact Statement - Community Support activity (unaudited)

	Notes	Actual 2024 $000	Long term plan/Annual Plan 2024 $000	Long term plan 2025 $000	Actual 30 June 2025 $000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		2,965	2,891	3,733	3,742
Targeted rates		–	–	500	500
Subsidies and grants for operating purposes		577	35	360	320
Fees and charges		–	–	38	2
Local authorities fuel tax, fines, infringement fees, and other receipts		6	(35)	3	38
Internal charges and overheads recovered		(54)	–	–	163
Total Operating Funding (A)		**3,494**	**2,891**	**4,634**	**4,765**
Applications of Operating Funding					
Payments to staff and suppliers	**1**	1,798	1,808	3,176	2,467
Finance Costs		(2)	–	(1)	2
Internal charges and overheads applied		1,310	1,363	1,439	1,572
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**3,106**	**3,171**	**4,614**	**4,040**
Surplus (deficit) of operating funding (A - B)		**388**	**(280)**	**20**	**724**
Sources of capital funding					
Subsidies and grants for capital expenditure		(5)	–	–	–
Development and financial contributions		–	–	–	–
Increase (decrease) in debt		72	18	(54)	(67)
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**67**	**18**	**(54)**	**(67)**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		27	–	7	3
- to improve the level of service		–	–	10	38
- to replace existing assets		5	26	52	23
Increase (decrease) in reserves	**2**	423	(288)	(103)	593
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**455**	**(262)**	**(34)**	**658**
Surplus (deficit) of capital funding (C - D)		**(388)**	**280**	**(20)**	**(724)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		3	9	20	9

Notes

1. Underspending mainly relates to the Mayor's Taskforce for Jobs initiative - this is a result of lower funding for this project.

2. Increase in reserve is higher due to less operational expenditure.

Community Infrastructure Activity

General Update

During this reporting period, the team has continued to progress key community partnerships and environmental initiatives. At Waikawa Beach, we have been working alongside the Waikawa Beach Community Group and Ngāti Wehi Wehi, while liaising with Horizons Regional Council on trial options and consenting requirements for potential vehicle access to the beach. The next step will see Horizons' Consenting Lead meet with the community groups to refine the pathway forward.

In July, Green by Nature commenced the Wetland Planting Project on Hokio Sand Road. This significant project involves more than 15,000 plants, delivered by three fixed-term labourers employed for a three-month period under the supervision of Evan Hicks. A key success has been sourcing plants from MTA's Nursery on Hokio Beach Road, creating both efficiencies and positive local outcomes. Because the plants are locally grown, they are well acclimatised to Horowhenua's micro-climate and better suited to withstand the heavy frosts we have experienced.

Officers also supported Horizons Regional Council in hosting the New Zealand Biosecurity Conference, assisting with a field trip to Foxton Beach. This visit provided around 40 delegates with the opportunity to see first-hand the collaborative work underway at the Manawatū Estuary and Foxton Beach, involving HDC, DoC, HRC and the local community. The trip showcased pest plant and animal control, as well as dune restoration efforts, and was received as a highly successful example of inter-agency partnership.

What we are delivering

In June, crown reduction of the Oxford Street plane trees began. This work was undertaken at night to minimise traffic disruption, with crews persevering through challenging weather conditions. The pruning is now complete, aligning with new consenting standards. Feedback has been limited but largely positive, with one business owner noting their satisfaction. The change has opened up sightlines along Oxford Street, creating a noticeably lighter streetscape. Alongside this work, the non-notable oak trees at Levin Adventure Park were removed for safety reasons.

Better Off Funding projects advanced and were finalised during this period. At Muaūpoko Park, the works included a tidy up of the grounds; mowing, 14 trucks of rubbish were collected, weed spraying, vegetation clearance, curb and channel clean, painting over the graffiti, putting a safety barrier around the fort, water blasting the playground and topping up the cushion fall. A new fence has been erected, as have six new rubbish bins. Two new security cameras and a new gate will be installed soon.

At Manakau Domain, a community celebration was held to mark the completion of works, which have included upgraded playing fields, installation of new toilet facilities, additional water tank capacity and planting. This project reflects the wider community vision for Manakau. Achieving

the best outcomes has at times required careful balancing of priorities, but the improvements will provide enduring benefits for the community.

Shannon's Te Maire Park also celebrated the completion of its Better Off project. Delivered in partnership with Ngāti Whakatere and the Shannon community, the development has transformed the space into a gathering place for events and connection. Works include a new pathway, improvements around the War Memorial monument, and the construction of a stage and BBQ area. A pā harakeke has brought back a historic cultivar sourced from Hastings. The project has been widely celebrated, with community members acknowledging both the cultural and educational benefits. One local weaver expressed excitement about showing tamariki how the plantings could connect with kapa haka and weaving traditions. Collaboration was central to the project's success, with contributions from Ngāti Whakatere representatives, the Shannon Progressive Association, the Harakeke weaving group and many others.

In parallel, work on the Strategic Investment Framework has progressed. Following its adoption by Council at the end of June, Officers and Visitor Solutions have been completing the needs analysis, using data from clubs and growth projections to identify key areas for investment. This analysis is on track for completion in September.

Finally, a community planting day was held at Foxton Beach in August. Despite brisk and overcast conditions, around 22 people participated, planting approximately 2,000 spinifex on the foredune. The environmental initiative was well received, with Green by Nature's mobile BBQ providing welcomed refreshments after several hours of planting. The day not only strengthened dune protection but also enhanced the community spirit.

		
Pruned trees on Oxford Street Levin.	*Community Enjoying a BBQ following planting at Foxton Beach.*	*Playground at Muaūpoko Park after grounds and playground have been tidied.*

Financial

Funding Impact Statement - Community Infrastructure activity (unaudited)

	Notes	Actual 2024 $000	Long term plan/Annual Plan 2024 $000	Long term plan 2025 $000	Actual 30 June 2025 $000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		5,954	5,805	6,355	6,369
Targeted rates		–	–	–	–
Subsidies and grants for operating purposes		110	365	80	84
Fees and charges	1	618	290	339	495
Local authorities fuel tax, fines, infringement fees, and other receipts		158	(365)	–	8
Internal charges and overheads recovered		–	–	–	–
Total Operating Funding (A)		**6,840**	**6,095**	**6,774**	**6,956**
Applications of Operating Funding					
Payments to staff and suppliers	2	4,354	4,385	4,372	4,819
Finance Costs		419	287	260	356
Internal charges and overheads applied		1,170	1,041	1,161	1,132
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**5,943**	**5,713**	**5,793**	**6,308**
Surplus (deficit) of operating funding (A - B)		**897**	**382**	**981**	**648**
Sources of capital funding					
Subsidies and grants for capital expenditure		732	586	586	637
Development and financial contributions		–	207	306	286
Increase (decrease) in debt	4	(1,771)	(3,355)	(2,879)	(271)
Gross proceeds from sale of assets		–	5,558	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**(1,039)**	**2,996**	**(1,987)**	**652**
Applications of capital funding					
Capital expenditure					
- to meet additional demand	3	23	261	687	158
- to improve the level of service	3	80	1,031	174	595
- to replace existing assets	3	1,491	2,743	1,090	475
Increase (decrease) in reserves	4	(1,736)	(657)	(2,957)	72
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**(142)**	**3,378**	**(1,006)**	**1,300**
Surplus (deficit) of capital funding (C - D)		**(897)**	**(382)**	**(981)**	**(648)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		1,373	724	1,405	1,498

Notes

1. Higher than budgeted revenue resulted from user charges related to Parks and Reserve grounds rentals.

2. Payments to Staff and Suppliers were over budget largely due to unplanned ground maintenance and tipping fees for general/green waste.

3. Capital expenditure is lower than budget mainly due to underspending on reserve renewal. $48k Strategic Recreation Investment Framework being proposed to carry forward to 2025/26.

4. Planned proceeds from sale of assets did not eventuate causing timing differences in repayment of debt and changes in reserves.

Ngā Rawa
Property Activity

General Update

During this reporting period, the Property team has been focused on strengthening compliance and improving asset management processes across Council facilities. A key improvement has been the development of clearer processes for undertaking and monitoring Building Warrants of Fitness (BWOFs). This work has been particularly important as Council has acquired several new properties over the past year, requiring up-to-date compliance and greater transparency in how processes are managed.

Work is also progressing on the procurement of a new gas contract, with Smart Power to gather market values and contract timing. This procurement process will also incorporate a decarbonisation plan, being advanced collaboratively by the team. The outcomes of this work will directly influence the future gas options available to Council, with the current contract due to expire at the end of January 2026.

What we are delivering

At the Civic Building, a new waste reduction initiative has been introduced. Officers now have green cubes on their desks for daily waste disposal, replacing the individual metal bins. The change encourages greater use of shared larger bins throughout the building and is expected to reduce Council's waste management costs by approximately $9,000 per year. Monitoring will continue to ensure the new system is effective and well adopted across the workplace.

Financial

Funding Impact Statement - Property activity (unaudited)

	Notes	Actual 2024 $000	Long term plan/Annual Plan 2024 $000	Long term plan 2025 $000	Actual 30 June 2025 $000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		1,006	981	946	948
Targeted rates		–	–	–	–
Subsidies and grants for operating purposes		–	–	–	–
Fees and charges		315	267	334	441
Local authorities fuel tax, fines, infringement fees, and other receipts	1	27	27	11	253
Internal charges and overheads recovered		276	452	719	570
Total Operating Funding (A)		**1,624**	**1,727**	**2,010**	**2,212**
Applications of Operating Funding					
Payments to staff and suppliers	2	1,149	625	565	1,180
Finance Costs		407	424	295	179
Internal charges and overheads applied		386	357	302	300
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**1,942**	**1,406**	**1,162**	**1,659**
Surplus (deficit) of operating funding (A - B)		**(318)**	**321**	**848**	**552**
Sources of capital funding					
Subsidies and grants for capital expenditure		2,201	1,233	735	729
Development and financial contributions		–	–	–	–
Increase (decrease) in debt	3	(5,248)	(3,288)	295	(57)
Gross proceeds from sale of assets	3	196	6,316	2,533	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**(2,851)**	**4,261**	**3,563**	**672**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		–	53	53	26
- to improve the level of service	4	–	1,500	–	1,413
- to replace existing assets	4	3,687	4,709	1,107	182
Increase (decrease) in reserves	3	(6,856)	(1,680)	3,251	(398)
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**(3,169)**	**4,582**	**4,411**	**1,224**
Surplus (deficit) of capital funding (C - D)		**318**	**(321)**	**(848)**	**(552)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		660	266	715	754

Notes

1. This largely relates to the settlement of Surrender of lease related to the Boys Brigade Building.

2. This largely relates to the lease settlement cost for the Boys Brigade building offset by revenue above. There was also increased costs in reactive facility maintenance, roadside rubbish bin emptying, and property rates for Council owned properties.

3. Planned proceeds from sale of assets did not eventuate causing timing differences in repayment of debt and changes in reserves.

4. Additional capital expenditure to improve level of service was completed through projects with the Better Off Funding initiatives, offset by underspending in property renewal projects with $275k proposed to be carried forward to 2025/26.

Ngā Taiwhanga ā-Rēiha
Community Facilities Activity

General Update

This period has been one of steady progress and continued delivery across our community programmes and services. Our focus has been on enabling people to connect, participate and thrive, while strengthening the foundations that allow Council to make well-informed and future-focused decisions.

We have worked to balance the delivery of day-to-day services with investment in the tools, frameworks and facilities that will support the district long term. Alongside this, our programmes have continued to celebrate culture and identity, foster life-long learning, and encourage participation in local democracy.

What ties all of this work together is a strong commitment to inclusion, collaboration, and resilience. By listening to our community, working alongside partners and aligning our mahi to Council's strategic outcomes, we are helping to build a district where people feel supported, connected, and empowered.

What we are delivering

The Te Awahou Nieuwe Stroom roof replacement project was about more than just repairing a building, it was about protecting taonga, honouring our shared space with partners, and ensuring the community could continue to connect, learn and belong. From the outset, the project recognised the cultural and community significance of the space, beginning with a karakia and closing with a poroporoaki to mark the journey and acknowledge those involved. Our goal was clear: replace the roof of this much-loved cultural and community centre in Foxton while keeping the doors open. Careful planning and strong collaboration made that possible, with minimal disruption to users and the facility remaining open throughout. The project demonstrated a community-first approach, with a focus on safety, clear communication, and local involvement. The result is a strengthened facility that delivers on our commitment to provide safe, welcoming spaces for all.

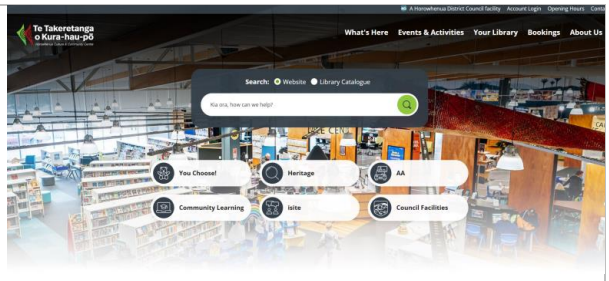
As part of our Older Persons outreach, we recently delivered three unique sessions that made a real impact for our older community. Tea & Tales at Mewington's Book Shoppe was a well-received collaboration that drew strong community engagement. Our Memory Care Reading sessions at Summerset and Masonic provided meaningful moments for residents in higher-level care, even though the mahi was more challenging. At Carelink, Tea & Tales took on a new twist, with residents embracing AI storytelling with curiosity and enthusiasm. At the heart of all these

initiatives is our commitment to life-long learning, creating inclusive, engaging experiences that continue to inspire growth, connection and joy at every stage of life.

Our libraries hosted a fantastic Matariki for Tamariki celebration, with around 120 children and adults filling the Main Space. Punahau Kohanga Reo led the event with care, guiding an interactive hautapu ceremony using cardboard and weaving storytelling throughout to share its meaning. The atmosphere was lifted even further with a crackling, starlit bonfire display. The morning finished with kai, colouring in and seed planting for tamariki to take home. It was a well-attended, engaging, and memorable celebration that brought whānau together to learn and reflect on the spirit of Matariki.



Council Officers, EM's and Turfrey reflect on the completion of the Te Awahou Nieuwe Stroom roof.



New and improved Te Takeretanga o Kura-hau-pō website

Council has adopted the new Strategic Recreation Framework, an innovative approach that moves beyond a traditional strategy to provide a practical decision-making tool. This framework will enable Council to make well-informed, evidence-based choices about recreation investment and planning. Work continues to be underway finalising the capacity analysis and using the framework to identify the key moves that will shape sustainable, accessible, and future-focused recreation opportunities for our community. Moving ahead a live dashboard about investment priorities will be housed within the Organisation Performance Report to give both the community and elected members visibility over it.

The new Te Takeretanga o Kura-hau-pō website is now live, providing our community with a fresh, modern, and accessible online home. The site has been designed to showcase the wide range of services, events, and resources available, while making it easier for people to connect, explore, and engage with what's on offer. With a clean look, improved navigation, and a strong sense of Council identity, the website reflects the unique role Te Takeretanga o Kura-hau-pō plays at the heart of our community. We are proud to now be represented at tetakeretangaokura-hau-po.org.nz, a web address that celebrates our story and strengthens the cultural connection.

	
'You Choose' Reading programme	Scouts takeover at Te Takere

As part of our school holiday reading programme Tales and Trails, we hosted a lively Scouts Takeover that brought plenty of energy and adventure. Both of our local Scout groups ran activity stations, from boating and kayaking to orienteering, knot tying, water rescues, tent pitching, and even pin the leg on the wētā. The activities linked perfectly to the spirit of exploration and discovery in Tales and Trails, giving tamariki the chance to learn new skills, build confidence, and have fun in a safe and supportive environment. The Scouts valued the opportunity to contribute community service towards their badges, while tamariki gained memorable hands-on experiences that highlight the value of our programming.

As part of our commitment to making democracy engaging and accessible, our libraries brought the Vote Local Elections campaign into their programming in a creative way. Instead of a static display, the team designed 'You Choose', an interactive experience where tamariki met a lineup of quirky "candidate" creatures, each representing different school holiday themes. Children cast their vote, receive an 'I Voted' sticker, and the winning theme will shape the next holiday programme. This initiative not only promotes the upcoming local elections, but also sparked conversations at home and gave our youngest residents a fun and memorable introduction to the value of having your say.

Issues and Risks

During this period, Te Takeretanga o Kura-hau-pō and Te Awahou Nieuwe Stroom experienced issues with heating systems, resulting in spaces being colder than usual. This raised understandable concerns from both staff and patrons. The delay in resolving some of these faults was due to the specialised nature of the systems and the time required to source parts. Plans were quickly put in place to manage the situation, and in most cases, repairs have now been completed. Work is continuing to ensure the remaining systems are fully operational.

We've experienced a recent spate of vandalism in and around Te Takeretanga o Kura-hau-pō which has added to damage a couple of weeks earlier with glass wall breakages in the bus stop, downpipe damage on the outside verandah structures, damage to a power box cover on the decking area and graffiti on the tables inside the waka walls. This requires a large amount of follow up time and resource from facility staff. All damage gets reported to the Police who in this instance were able to identify the person responsible for the vandalism.

Progress has been slower than anticipated in getting the café at Te Awahou Nieuwe Stroom up and running. The operator was close to opening but experienced unexpected staffing challenges which delayed the launch. Work is continuing behind the scenes to resolve these issues, and we remain confident the café will open soon. Once operational, it will further enhance the visitor experience at this important cultural and community facility.

Financial

Funding Impact Statement – Community Facilities activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Notes	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		–	–	–	–
Targeted rates		8,459	8,247	10,062	10,083
Subsidies and grants for operating purposes		21	–	223	122
Fees and charges		1,060	1,002	1,122	1,196
Local authorities fuel tax, fines, infringement fees, and other receipts		5	5	2	29
Internal charges and overheads recovered		63	214	100	1
Total Operating Funding (A)		**9,608**	**9,468**	**11,509**	**11,432**
Applications of Operating Funding					
Payments to staff and suppliers	1	6,656	6,028	6,427	7,102
Finance Costs		671	644	611	737
Internal charges and overheads applied		1,740	1,778	2,888	2,648
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**9,067**	**8,450**	**9,926**	**10,487**
Surplus (deficit) of operating funding (A - B)		**541**	**1,018**	**1,583**	**945**
Sources of capital funding					
Subsidies and grants for capital expenditure		531	500	–	4
Development and financial contributions		–	–	–	–
Increase (decrease) in debt		705	2,269	(479)	(487)
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**1,236**	**2,769**	**(479)**	**(484)**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		–	171	186	183
- to improve the level of service		–	500	–	–
- to replace existing assets		4,125	2,905	818	817
Increase (decrease) in reserves	2	(2,349)	211	100	(539)
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**1,777**	**3,787**	**1,104**	**461**
Surplus (deficit) of capital funding (C - D)		**(541)**	**(1,018)**	**(1,583)**	**(945)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		1,192	962	1,484	1,475

Notes

1. The additional spending is related to additional staffing and reactivate maintenance for libraries, community centres and aquatics during the year.

2. Reserves is drawn more due to more operating expenditure mentioned above.

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

Between 1 June and 15 August 2025, the Customer & Compliance team has managed a broad mix of mahi involving legislative change, seasonal demand and operational pressures. This included implementing new government decisions such as the MPI Food Safety Levy and the revocation of Hairdressers Regulations, progressing Council policy work with adoption of the Dog Control Bylaw, Dog Control Policy and the new Responsible Dog Owner Approval process, and responding to increased demand generated by the dog registration renewal cycle.

A focus during this reporting period also saw heightened enforcement activity due to a number of serious dog incidents, alongside investment in staff development and sector collaboration to strengthen capability and resilience across teams.

Customer & Compliance

What we are delivering

Council adopted the updated Dog Control Policy and Bylaw on 25 June 2025 following public consultation and hearings. The new rules will take effect from 30 September 2025, with information planned to go out to all dog owners in mid-September to help them understand what has changed and what it means for them. The review has introduced a more flexible Responsible Dog Owner Approval process (RDOA), giving owners the option of meeting requirements through either obedience training or a new Council certificate. Secure fencing, suitable housing, and a good compliance record remain essential parts of the scheme. Changes have also been made to exercise areas, with some parks and reserves now designated as leash-only to improve safety and consistency for all users. Other updates focus on welfare and safety. Dogs that are repeatedly found roaming will be required to be neutered, female dogs in season must be kept secure on private property, and long-term tethering is discouraged in favour of proper fencing. Together, these updates aim to improve public safety, protect stock and wildlife, and give dog owners clearer, more fair rules to follow. Dog owners will receive more detailed information in mid-September, and the new rules will apply from 30 September 2025.

The Licensing team responded to the Ministry for Primary Industries (MPI) introducing a new national food safety levy in July. This levy applies to all food businesses and local Councils are required to collect this fee on behalf of MPI. Most councils, including ours, will be invoicing once a year. Also in July, the Hairdressers Regulations were revoked by the Government, effective 31 July 2025. This removed the requirement for hairdressers to be registered with Council.

The Compliance team issued extensions of time to building owners of 50 buildings on the Earthquake-Prone Buildings Register, following the Government's decision in November 2024 to extend existing notices by four years.

Dog registration renewal notices were sent to all dog owners in early July, with payments due by 31 July. Registering your dog each year is a legal requirement and helps fund important services such as responding to dog incidents, caring for impounded dogs, and providing education to support responsible ownership. A late payment penalty was applied on 6 August to overdue accounts, which was not met well by some dog owners caught out late in paying.

Dog registration fees help fund dog control services who aim to support community safety and encourage responsible dog ownership. This includes Animal Control Officers:

- Responding to incidents such as wandering, nuisance, or aggressive dogs;
- Caring for dogs in the pound, including food, shelter and veterinary costs;
- Education and support for owners, such as advice on responsible dog owner requirements and dog education programmes in schools.

In August a new dog behaviour training module was introduced for Animal Control staff, developed with The Dog Safe Workplace, to improve safety and service delivery. Also, in August, the Council hosted the NZ Institute of Animal Management regional meeting and also attended a Wellington-wide customer service forum to share ideas and best practice.

The Animal Control team hosted the NZIAM Central Regional Branch meeting in Horowhenua in early August, while two staff attended the Wellington Region Customer Services cluster meeting in Upper Hutt, reinforcing sector collaboration.



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.

Funding Impact Statement – Regulatory services activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Notes	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		3,477	3,390	4,150	4,159
Targeted rates		–	–	–	–
Subsidies and grants for operating purposes		–	–	–	–
Fees and charges		220	225	4	298
Local authorities fuel tax, fines, infringement fees, and other receipts		3,457	3,691	4,310	4,095
Internal charges and overheads recovered		–	–	–	–
Total Operating Funding (A)		**7,154**	**7,306**	**8,464**	**8,552**
Applications of Operating Funding					
Payments to staff and suppliers		1,396	860	1,403	1,506
Finance Costs		2	1	(3)	5
Internal charges and overheads applied	1	5,865	6,375	6,970	5,937
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**7,263**	**7,236**	**8,370**	**7,448**
Surplus (deficit) of operating funding (A - B)		**(109)**	**70**	**94**	**1,105**
Sources of capital funding					
Subsidies and grants for capital expenditure		–	–	–	–
Development and financial contributions		–	–	–	–
Increase (decrease) in debt		59	(70)	(96)	(97)
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**59**	**(70)**	**(96)**	**(97)**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		–	–	–	–
- to improve the level of service		–	–	–	–
- to replace existing assets		19	–	–	–
Increase (decrease) in reserves	2	(69)	–	(2)	1,008
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**(50)**	**–**	**(2)**	**1,008**
Surplus (deficit) of capital funding (C - D)		**109**	**(70)**	**(94)**	**(1,105)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		50	70	97	27

Notes

1. Some relief has been achieved from lower than budgeted Internal overhead charges.

2. Increase in reserve is higher due to less operational expenditure mentioned above.

Tūāhanga Hapori
Community Infrastructure

Land Transport

General update

The 2024/25 financial year has been a year of strategic adaptation for the Land Transport Team. In response to significant funding reductions in the National Land Transport Programme (NLTP) by Waka Kotahi NZ Transport Agency (NZTA), Council proactively reprioritised its programmes to ensure the continued delivery of core services and public safety.

Despite the constrained funding environment, the team successfully maintained key services, advanced critical renewals, and progressed major capital projects. This reflects Council's ongoing commitment to managing our transport network efficiently and sustainably.

The Land Transport activity has successfully delivered $8,653,263 of expenditure, from a total budget $9,237,864, resulting in 94% budget spend for the 2024/2025 financial year.

What we are delivering

Capital Projects and Renewals

Tararua Rd/SH57 Roundabout

Construction by Fulton Hogan commenced in January 2025, following successful tendering and coordination with design consultants. A new water main has been installed and tested. The project is progressing on schedule for late 2025 completion, with funding supported by the National Infrastructure Funding and Financing (NIFF) (formerly Crown Infrastructure Partners).

East-West Arterial (Ō2NL Interface)

Council has lodged its Notice of Requirement (NOR) and is progressing with iwi engagement, further land acquisition and design coordination with the Ō2NL Northern Alliance.

Foxton Beach Road

Remedial works have been completed under favourable weather conditions, addressing a previous failure and ensuring long-term durability.

Rehabilitation Works

In Mangahao Road, Shannon, 1.2km of road was reconstructed, significantly enhancing the resilience and reliability of this section of the network.

Resurfacing Programme

Delivery was impacted by contractor delays, with 70% of the 2024/25 reseal programme completed. The remaining 30% has been deferred to the 2025/26 season.

Resilience Improvements

Flood mitigation work was completed through the installation of a new stormwater line on Waitārere Beach Road west of the roundabout. This has improved safety and reduced flood-related disruptions on the network.

Maintenance and Operational Activities

Footpath Renewals

2,040m² of subsidised footpaths were renewed at various sites, across the district at a cost of $279,304. An additional 2,627m² of unsubsidised footpath renewals were completed at a cost of $343,238.

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.

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

Funding Impact Statement – Land Transport activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Notes	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		–	–	–	–
Targeted rates		4,670	4,553	4,956	4,966
Subsidies and grants for operating purposes		1,786	1,932	2,195	2,266
Fees and charges		–	–	–	–
Local authorities fuel tax, fines, infringement fees, and other receipts		340	285	285	290
Internal charges and overheads recovered		–	–	–	–
Total Operating Funding (A)		**6,796**	**6,770**	**7,436**	**7,522**
Applications of Operating Funding					
Payments to staff and suppliers		3,141	3,282	3,755	3,557
Finance Costs		211	290	599	380
Internal charges and overheads applied		1,140	1,392	1,177	835
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**4,492**	**4,964**	**5,531**	**4,772**
Surplus (deficit) of operating funding (A - B)		**2,304**	**1,806**	**1,905**	**2,750**
Sources of capital funding					
Subsidies and grants for capital expenditure	**1**	3,822	6,320	6,447	3,983
Development and financial contributions		58	139	205	107
Increase (decrease) in debt	**2**	3,351	2,942	8,404	4,128
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**7,231**	**9,401**	**15,056**	**8,218**
Applications of capital funding					
Capital expenditure					
- to meet additional demand	**3**	467	2,222	11,837	6,170
- to improve the level of service	**3**	1,007	735	1,674	537
- to replace existing assets	**3**	5,714	8,251	3,449	3,415
Increase (decrease) in reserves	**4**	2,347	(1)	1	846
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**9,535**	**11,207**	**16,961**	**10,968**
Surplus (deficit) of capital funding (C - D)		**(2,304)**	**(1,806)**	**(1,905)**	**(2,750)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		4,752	4,752	5,634	5,457

Notes

1. Lower Capital funding reflects NZTA Waka Kotahi's decision to decrease all National Land Transport Programme (NLTP) funding for capital improvements, in addition to significant cuts in several renewal and operational budgets. This has resulted in a total funding reduction of $1.65M for the 2024/25 financial year.

2. Increase in debt is lower than expected due to less capital expenditure.

3. The impacts of NZTA Waka Kotahi funding cuts mentioned above have been mitigated as much as practicable through a budget reprioritisation process undertaken with Council. This process has focused on limiting the deterioration of roading and footpath assets, while reducing investment in improvements to network performance, safety, or amenity. This has resulted in lower Capital Expenditure. $379k sealed roads resurfacing (chipseal) project proposed to be carried forward to 2025/26.

4. Increase in reserve is higher due to less operational expenditure.

Solid Waste

General update

Council officers are building an archive of video resources to assist in building an education platform, that can be delivered internally to all primary and intermediate schools in our district.

This could increase our audience from 750 students to 8,500 annually, building community knowledge on easy to implement methods to manage and minimise waste. The first series 'Empowering the Next Generation though Storytelling and Sustainability' will be looking at waste reduction behaviours (creating waste), illegal dumping and wastewater issues (fat bergs).

The implementation of the new waste services agreements (Waste transfer stations and the kerbside rubbish bag collections) are currently in draft form and will be presented to the existing provider in the coming weeks. These two agreements will commence from 1 November 2025. The Kerbside Recycling Agreement is currently being reviewed with the aim of implementing a new fit for purpose agreement on 1 July 2026, subject to direction from the incoming Council.

Early investigations are in progress into the viability of a Resource Recovery Centre (RRC) for Levin. This RRC draws inspiration from successful council lead models including Otaihanga Zero Waste and Selwyn District Council Recycle and Reuse Centre. There is a huge potential to reduce C&D waste tonnages from going to landfill and instead be reused or recycled into usable products. Other items to divert from landfill are green waste, hazardous waste, e-Waste, rechargeable batteries, resaleable household items, plus general recycling such as paper, cardboard, tins/cans, plastic containers and glass bottles. This aligns with investment identified in the Long Term Plan, but awaits direction from the incoming Council, following the presentation of a business case.

What we are delivering

Bylaw review

Council officers are working systematically through all the portions of the Solid Waste Bylaw. A draft revised version will be presented to elected members and the community for consultation in April 2026.

Food scraps and composting trial

The learnings from the kerbside food scraps collection trial have been compiled and will provided to Council via email. The report includes data analysis and options available for this initiative if it was to move forward as a full urban waste diversion initiative.

Closed Landfill Management Plan (CLMP) review.

As the Levin Landfill is not receiving any waste the Closed Landfill Management Plan (Plan) needs to reflect the change in site operations. For example, the landfill needs to be protected from ingress of water through the protective clay capping. Monitoring of the various ground water parameters needs regular and scheduled sampling. The flare needs regular maintenance. Reports are required on the results of ground water monitoring, flare outages and combustion of landfill gases. l Officers have worked closely with interested community groups including Iwi to ensure the plan has been well circulated and is comprehensive in its final form before being presented to Council for endorsement.

Revision of the Levin Landfill discharge consents

As the Levin Landfill is officially closed to receiving waste and so now can be referred to as a closed landfill, the consent conditions are required to be reviewed and modified to demonstrate the changed landfill status. This review will continue from 2024-25 into the 2025-26 financial year. A big focus and time heavy consultation process has been required with a broad number of stakeholders including our iwi partners and other community groups.

Contaminated ground water remediation at the Old Landfill

The implementation of further works to reduce the output of various ground water contaminants originating from the Old Closed Landfill is to be further studied with remediation implemented as agreed as environmentally beneficial and practical.

Waste Management and Minimisation Plan 2024 (WMMP) targets

Investigating reducing our urban kerbside waste to landfill. This WMMP target has been investigated by the implementation of a trial urban food scraps collection. A trial report is to be delivered to the Council in September.

- 5 Waste Minimisation Events per year. This WMMP target is achieved by way of a private contractor delivering waste minimisation events at community and high school venues. In future years Council Officers will be providing an inhouse education program via the Community Services Team.
- 3 waste minimisation campaigns per year. This WMMP target will be achieved via Facebook, and Community Connection posts
- 700 pupils reached per year via waste minimisation education programs. This WMMP target is achieved by way of Zero Waste Education teaching and modules and waste events. In the next financial year this target will be achieved by way of the Council's own in-house educator from the Community Facilities Team.

Issues and Risks

A target as set in the WMMP requires urban kerbside recycling to achieve at least 40% diverted waste materials by 2029. The risk is that if a new urban kerbside waste diversion initiatives are not introduced this target will not be reached. Note: The Statement of Service Performance (SSP) is also linked to the WMMP targets.

The WMMP target to reduce illegal dumping to 2023/24 amounts is proving to be unattainable as the required waste tonnage data received from the Levin Resource Recovery Facility is amalgamated with general contractor litter bin collections. The work to collect illegal dumping is for efficiency and so cost saving benefits carried in the same vehicle undertaking litter bin emptying. Having a dedicated vehicle to manage illegal dumping is not an efficient use of resources.

The Levin Landfill contaminated ground water migrating plume is a potential risk to the environment. Presently the contaminate levels are short of a non-compliance notice. Council officers will continue to review the quarterly and annual monitoring results to see if various surface water sites show signs of trending towards deterioration of water quality in the Hōkio Stream above the trigger limits. If so, some type of reduction action will need to be undertaken. The risk is that the time to get a consulted upon consent to remove contaminated ground water will perpetuate the non-compliance event to continue for a couple of years.

Financial

Funding Impact Statement – Solid Waste activity (unaudited)

	Notes	Actual 2024 $000	Long term plan/Annual Plan 2024 $000	Long term plan 2025 $000	Actual 30 June 2025 $000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		–	–	–	–
Targeted rates		2,805	2,735	5,479	5,491
Subsidies and grants for operating purposes		–	–	–	–
Fees and charges	1	438	442	582	990
Local authorities fuel tax, fines, infringement fees, and other receipts		7	–	–	2
Internal charges and overheads recovered		–	–	–	(1)
Total Operating Funding (A)		**3,250**	**3,177**	**6,061**	**6,481**
Applications of Operating Funding					
Payments to staff and suppliers		3,391	3,707	3,990	2,926
Finance Costs		278	305	352	302
Internal charges and overheads applied		488	626	1,338	1,335
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**4,157**	**4,638**	**5,680**	**4,562**
Surplus (deficit) of operating funding (A - B)		**(907)**	**(1,461)**	**381**	**1,919**
Sources of capital funding					
Subsidies and grants for capital expenditure		51	–	–	–
Development and financial contributions		–	–	–	–
Increase (decrease) in debt		217	2,592	(324)	(337)
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**268**	**2,592**	**(324)**	**(337)**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		73	42	14	11
- to improve the level of service		–	410	–	–
- to replace existing assets		18	680	43	33
Increase (decrease) in reserves	2	(730)	(1)	–	1,538
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**(639)**	**1,131**	**57**	**1,583**
Surplus (deficit) of capital funding (C - D)		**907**	**1,461**	**(381)**	**(1,919)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		390	388	579	541

Notes

1. Higher than budgeted revenue resulted from higher waste rebate levy and $253k of this is being ringfenced in reserve funds.

2. Decrease in reserve is due to the Landfill aftercare costs ($4.950m) being funded by Council's Landfill Provision.

Local Waters Service Delivery

General update

We have a full schedule of projects allocated for both Water and Wastewater plants with works underway on our water plant filter refurbishments, irrigation to land expansions and

reinstatement of our floating wetlands at Shannon to name a few. The Asset Management team has been working closely with our project staff in supporting the delivery of these projects.

In the last quarter there has been an ongoing focus on proactive maintenance both at our Water & Wastewater plants and our reticulation network. Works are being scheduled for completion as per our monthly ongoing requirements.

Our Networks team have been responding to our customer requests within the required timeframes with a compliant 92% response rate. In addition, new connection works have been consistent over the period with these works now being handled in-house.

Operationally, there has been a focus on Health & Safety with monthly toolbox meetings being held incorporating our critical risk assessment. These meetings are now being driven by the respective Leads and Supervisors ensuring processes and staff wellbeing are front of mind on a daily basis.

Water Treatment and Supply

What we are delivering

Levin Poads Road Water Supply Reservoir Consent

The Levin Water Supply Reservoir (WSR) Project proposes to construct a large scale off-river WSR to enable water harvesting and storage to provide for projected growth; minimise the effect of the take during minimum flow; and to improve the resilience of the scheme.

Following approval from Council in June 2024, to proceed with lodgement of the consent application through the RMA process. The Regional Council consent application and Notice of Requirement for Designation were both lodged at the end of 2024. The consent has been to through a pre-hearing process and we are awaiting further discussion with Iwi partners on agreement for next steps that may include consent conditions in advance of a formal hearing process.

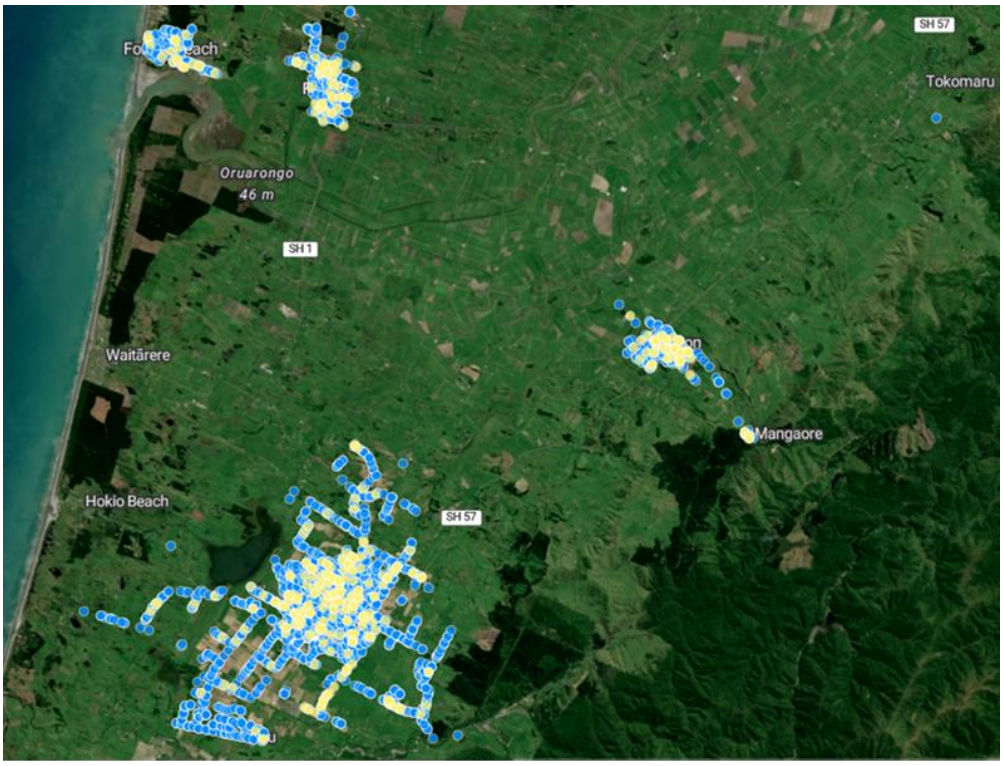
Districtwide Water Meter Installation

Water meter installation commenced in Shannon in March 2024, followed by Foxton in June 2024. Installation in Levin began in July 2024 and is expected to continue until end December 2025. Foxton Beach had started in May 2025 and will progress to Tokomaru in July 2025, both to be completed in August 2025.

During the 2024/25 financial year, 11,116 smart meters had been installed, representing 83% of the 13,500 service connections across the district. A map showing the locations of installed meters in the Horowhenua District is provided below.

Additionally, water tobys have been surveyed to assess the need for further maintenance before installing a leak-detecting meter. If no additional work is required, a meter is installed. If maintenance is needed, the Manifold Maintenance team addresses the issue before installation. The project is now entering its challenging close out stage where remaining Tobys require GPR locates to find them, followed by bulk/commercial meter installations and commencement of the gateway trials for ongoing meter reading.

The installations in Shannon, Foxton, and Levin have identified numerous leaks, which have been promptly communicated to the public. Collaborative efforts are ongoing to reduce water wastage by addressing these leaks.



Levin Water Levels

Levin's water supply is from the Ōhau River via an intake that is located under the riverbed through the use of perforated pipework. Over time sediment can start to limit the water infiltration into the intake. The level of sediment is affected by large storm events when sediment is washed into the river and settles into the intake thus restricting the flow. In order to ensure sufficient water supply, a resource consent is in place that allows Council access to the river to undertake scarification. (disruption of the sediment that clears it from the intake by washing the sediment downstream).

Due to the extreme weather events this winter, scarification has occurred three times. In April, June and August. This has significantly improved access to water take from the river to the treatment plant.

UV Disinfection Installed at Foxton and Foxton Beach

Due to changes in the water services delivery requirements for drinking water supplied by a bore, UV disinfection has been successfully installed at Foxton Beach water treatment plant and is being installed at Foxton treatment plant.

Once commissioned this will add an additional layer of protection to the communities drinking water supply. This was a requirement from Taumata Arowai and needed to be undertaken by December 2025.

MacArthur Street Renewal, Levin

Work on MacArthur Street in Levin is progressing well, with the sewer now live. The water line installation from Queenwood Road to Byrd Street advancing, with only a few laterals remaining. Contractors moving on to the final stage from Bartholomew Road to Eastern Way in late August.

Issues and Risks

With the transfer from the Alliance to Horowhenua District Council, there is a need to better understand our asset condition and accurately prioritise proactive maintenance. Assessments are currently being conducted to identify any plant or network critical works required as well as assessing our critical spares requirements. This is being captured in our proactive works schedules. Associated with this is an ongoing focus on ensuring we provide business continuity in any unforeseen events. Local Waters is working closely with the business to assess and identify any issues.

Financial

Funding Impact Statement – Water Supply activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Notes	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		–	–	–	–
Targeted rates		6,985	6,833	7,772	8,043
Subsidies and grants for operating purposes		–	–	400	105
Fees and charges		49	94	94	44
Local authorities fuel tax, fines, infringement fees, and other receipts					6
Internal charges and overheads recovered	.	–	–	–	–
Total Operating Funding (A)		**7,034**	**6,927**	**8,266**	**8,198**
Applications of Operating Funding					
Payments to staff and suppliers	**1**	3,873	3,798	3,638	2,671
Finance Costs		688	555	1,041	919
Internal charges and overheads applied	**1**	1,060	1,054	983	1,969
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**5,621**	**5,407**	**5,662**	**5,560**
Surplus (deficit) of operating funding (A - B)		**1,413**	**1,520**	**2,604**	**2,638**
Sources of capital funding					
Subsidies and grants for capital expenditure	**2**	500	980	–	1,062
Development and financial contributions		185	296	436	582
Increase (decrease) in debt	**3**				6,886
Gross Proceeds from Sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**685**	**1,276**	**436**	**8,530**
Applications of capital funding					
Capital expenditure					
- to meet additional demand	**2**	326	2,799	2,950	3,337
- to improve the level of service	**2**	1,675	–	1,637	3,507
- to replace existing assets	**2**	5,247	7,476	2,788	2,539
Increase (decrease) in reserves	**3**	(956)	(15,814)	(4,335)	1,785
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**6,293**	**(5,539)**	**3,040**	**11,168**
Surplus (deficit) of capital funding (C - D)		**(5,608)**	**6,815**	**(2,604)**	**(2,638)**
Funding Balance ((A-B)+(C-D))		**–**	**8,335**	**–**	**–**
Depreciation	**4**	2,904	4,078	4,998	4,368

Notes

1. Underspending in Maintenance offsetting with an increase in internal charges with the establishment of local water team within the Council in November 2024.

2. Unbudgeted capital funding and overspending in Capital expenditure due to MacArthur Street project being brought forward from 2025/26.

3. Increase in debt due to gradual reduction of unfunded depreciation and debt funded operating costs.

4. Depreciation is lower than budget due to more work-in-progress being held for example committed projects such as Levin Water Treatment Plant, and Districtwide Water Network proposed to be carried forward to 2025/26.

Wastewater Treatment and Supply

What we are delivering

Trade Waste Management

Following the adoption of the Local Waters Bylaw 2025, businesses and organisations operating in the district have submitted registration applications. Notification letters have been sent to businesses and organisations who pose minimal risk to the wastewater network. Other businesses will be notified to apply for a discharge consent either at the end of August or the beginning of September. Revenue from the existing eight customers in the March to June quarter was $431,032.75 (including GST).

Data loggers on trade waste meters for Alliance, RJs and Turks are being upgraded due to the deactivation of 3G at the end of the year, which will affect the volumetric readings for trade waste discharge used for invoicing.

Maintenance Plan for Foxton Beach WWTP Irrigation Beds

A ponding issue at the edges of the irrigation beds at Foxton Beach prompted a solution-focused discussion with Green by Nature to propose a solution to improve the infiltration of the irrigation beds. A trial was conducted on one of the eight beds and was proven successful. A maintenance plan will be devised from the trial to ensure a set schedule for the beds and eventually a scheduled complete rehabilitation for all the beds.

Waitarere Beach WWTP Irrigation Pipes Removal

Pipes and fittings from the Irrigation area next to the wastewater plant were moved following a request from Forestry Enterprise for their planned logging activity, which includes the irrigation area, in the second half of 2025. The work was undertaken by Tatana Contracting Ltd with Brady Electrical & Control Ltd managing the electrical equipment. The pipes will be reinstalled as soon as logging is completed in the irrigation area before the end of the calendar year. The work has not affected irrigation activities at the plant.

Levin WWTP Inlet pipe and Sewer Bulkmain Renewal Project
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 on Mako Mako Road which is now more than 70 years old and is sorely in need of repair.

The main inlet pipe is badly cracked and in the event of a moderate to major earthquake, there is a substantial potential for total failure. We know that if this pipe were to fail, the consequences could be severe. A major sewage spill if not contained would be devastating for our environment, our waterways and our community. This project has been identified as Levin's highest wastewater renewal priority.

A tender process was undertaken in July, with the Lower Hutt company Construction Contracts Ltd (CCL) selected as the preferred contractor against a large field of competition for its proven ability to deliver the work at the most affordable cost to ratepayers.

CCL are a specialised contractor with significant experience in this type of work. The project commenced mid-August, and is scheduled for completion by the end of 2025.

Ōtauru Stream Riparian planting project

The Ōtauru Stream riparian planting project aims to improve the water quality and ecosystem of the stream, and will be completed through community planting initiatives over a period of three years. This project is being delivered in partnership with the local Hapū and is part of an ongoing commitment to build a more sustainable future for the environment.

More than 7,500 native plants will be planted in a 1.7km stretch alongside the stream.

The project team held two successful planting days in June and July, with approx. 2,000 native plants being introduced across two sites, Graham Street, and along the HRLP on Valvaleen Farm by the Shannon Wastewater Treatment Plant. The planting was attended by local hapū Ngāti Whakatere, members from the Shannon community, local kura, Westpac and HDC staff. These days were a great display of partnership focusing on improving the environment for the next generation.

Margaret and Bryce Street Renewal, Shannon

Shannon renewals are going smoothly—Margaret Street is complete, and the team is scheduled to carry out the final walkover. Bryce Street is also tracking well with pipework installed, and contractors to start the installation of the pump station mid-August. This project is on schedule for completion September 2025.

Issues and Risks

Following the work to identify gas leaks, work has been carried out to remedy the gas leaks from digester 2 at the Levin wastewater plant. An issue was identified by Council electrical contractor during plant condition assessments that digester 2 has fallen behind in terms of legally mandated periodic electrical inspections and that it may no longer be able to achieve electrical and hazardous area safety compliance. Work has since been undertaken by the Asset Management Team to identify and engage with subject matter experts to better quantify any gaps in safety and compliance as well as to ensure the legally required documentation is put in place (Hazardous Area Verification Dossier). Site audits have already been conducted by Intellex (Electrical & Hazardous Area Classification focus) and Lutra (Mechanical and Biogas process focus) who are both currently preparing separate reports with recommendations to close any gaps within the designated Hazardous Area Zones of the facility.

Financial

Funding Impact Statement – Wastewater activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Notes	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		–	–	–	–
Targeted rates		7,686	7,494	8,812	8,831
Subsidies and grants for operating purposes		–	–	–	39
Fees and charges		1,430	1,309	1,485	1,576
Local authorities fuel tax, fines, infringement fees, and other receipts		114	120	90	84
Internal charges and overheads recovered		–	–	–	–
Total Operating Funding (A)		**9,230**	**8,923**	**10,387**	**10,529**
Applications of Operating Funding					
Payments to staff and suppliers	**1**	4,940	4,572	4,040	3,789
Finance Costs		1,754	1,663	1,945	2,152
Internal charges and overheads applied	**1**	998	1,012	1,168	2,402
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**7,692**	**7,247**	**7,153**	**8,343**
Surplus (deficit) of operating funding (A - B)		**1,538**	**1,676**	**3,234**	**2,186**
Sources of capital funding					
Subsidies and grants for capital expenditure	**2**	1,609	–	2,402	630
Development and financial contributions		350	712	1,048	601
Increase (decrease) in debt	**3**	6,629	5,372	3,236	333
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**8,588**	**6,084**	**6,686**	**1,564**
Applications of capital funding					
Capital expenditure					
- to meet additional demand	**2**	1,285	5,919	5,839	1,923
- to improve the level of service		5	1,227	140	317
- to replace existing assets		7,134	8,885	3,973	3,781
Increase (decrease) in reserves	**4**	1,702	(8,271)	(33)	(2,271)
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**10,126**	**7,760**	**9,919**	**3,751**
Surplus (deficit) of capital funding (C - D)		**(1,538)**	**(1,676)**	**(3,233)**	**(2,186)**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		4,457	5,292	6,260	6,233

Notes

1. Underspending in Payments to staff and suppliers partly offsetting with an increase in internal charges with the establishment of local water team within the Council in November 2024.

2. Capital funding and Capital expenditure is lower than budgeted due to the Capital Grant from Crown Infrastructure Partners for the Wastewater Inlet Pipe project ($1.9M) and the Tara-Ika Queen Street Wastewater North South connection ($400K) being deferred to 2025/26. A total of $1.5m worth of wastewater projects proposed to be carried forward to 2025/26.

3. Increase in debt is lower than expected due to less capital expenditure.

4. Reserves is drawn more due to more operating expenditure mentioned above.

Stormwater

What we are delivering

Stormwater Intervention Device on Queen Street East, Levin

Following the installation of a stormwater intervention device (Downstream Defender) on Mako Mako Road, Council officers have completed initial investigations for the next device. The preferred location is near Kowhai Park on Queen Street. A procurement plan for the works is currently being developed, with installation targeted for January 2026. This timeframe has been chosen to align with expected dry weather and lower groundwater levels, which are more suitable for the proposed works.

Tractor Pumps – Boosting flood resilience

We have received delivery of two tractor pumps purchased under Foxton Climate Change Resilience Project. Both pumps were shipped from Italy and are currently stored at the Local Waters depot. Council officers are planning to carry out trial runs to test the pumps before deploying at least one of them to the proposed location in Foxton. In parallel, Council officers will work to secure agreements with suitable contractors to provide operational services during flood events.



District-wide LiDAR Survey – Improved flood risk understanding

We have completed a district-wide LiDAR (Light Detection and Ranging) aerial survey. This survey captures highly accurate ground elevation data, which will help:

- Identify low-lying areas, overland flow paths, and potential ponding locations
- Improve the accuracy of flood models and support long-term stormwater planning
- Assist with infrastructure design and stormwater network improvements, particularly in growing urban areas.

Foxton Beach Stormwater Discharge Consent Application

A draft Section 92 (s92) response has been prepared. It includes the proposed consent condition framework, stormwater improvement plan for the Foxton Beach network, ecological assessment of the receiving environment, and a summary of results from the comprehensive monitoring program. Over the coming month, we will refine the s92 response further to rationalise our proposed conditions and improvement plan while awaiting outcomes from iwi engagement.

Iwi Engagement

We continue to face some scheduling challenges in coordinating hui with multiple iwi groups due to limited availability. However, we remain fully committed to meaningful and genuine engagement, including:

- Sharing environmental monitoring results
- Discussing cultural values and potential impacts
- Incorporating iwi feedback into our approach.

Hui have been held with Ngāti Raukawa and Rangitāne o Manawatū, and another hui is scheduled with Muaūpoko Tribal Authority in late August. Once all engagement is completed, the outcomes and any recommended changes will be reflected in the final response to Horizons Regional Council.

District Wide Stormwater Improvements

In June 2025, HDC installed one stormwater flowmeter in Foxton and another in Foxton Beach. The primary objective of these flowmeters is to capture accurate flow data to support future stormwater modelling and flood mitigation projects within the sub-catchments. The data collected will improve our understanding of flow behavior, enable more informed decision-making and enhance community resilience against flood events.

Issues and Risks

Accreting coastline at Waitārere Beach and Stormwater Outlets

Council extended several stormwater outlets in 2018. However, some of these outlets are now becoming blocked or buried under sand and driftwood. We are currently investigating whether further extensions are feasible without reducing the pipes' conveyance capacity, as some outlets may not have sufficient gradient to allow this.

In early August, HDC engineers surveyed the northern-most outlet, which has been experiencing more frequent blockages. Depending on the results of this and further investigations, options may include extending the pipe where feasible, or raising the pipe above ground level (including upstream sections) to prevent it from being buried during high tides.

Any earthworks or reshaping of sand dunes to support these works will require resource consent from Horizons Regional Council.

Rising Coastal Groundwater and Community Impacts

Rising sea levels are lifting coastal groundwater closer to the surface, reducing the land's ability to absorb rainfall and increasing the risk of flooding in beach communities. This creates challenges for stormwater systems, as outlets lose gradient and become less effective during high tides. At Foxton Beach, for example, high groundwater levels have contributed to ponding and pressure on the stormwater and wastewater networks, especially during heavy rain. Similar risks are expected to grow in other coastal settlements, requiring long-term planning and adaptation measures.

Financial

Funding Impact Statement – Stormwater activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Note	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		–	–	–	–
Targeted rates		1,863	1,816	2,471	2,476
Subsidies and grants for operating purposes		–	–	–	–
Fees and charges	1	–	–	–	192
Local authorities fuel tax, fines, infringement fees, and other receipts	1	503	–	–	113
Internal charges and overheads recovered		–	–	–	–
Total Operating Funding (A)		**2,366**	**1,816**	**2,471**	**2,781**
Applications of Operating Funding					
Payments to staff and suppliers	2	706	836	774	1,108
Finance Costs		627	520	743	909
Internal charges and overheads applied		469	432	281	523
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**1,802**	**1,788**	**1,798**	**2,541**
Surplus (deficit) of operating funding (A - B)		**564**	**28**	**673**	**240**
Sources of capital funding					
Subsidies and grants for capital expenditure	3	–	–	–	1,348
Development and financial contributions		40	105	155	121
Increase (decrease) in debt	4	5,345	2,751	389	(485)
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**5,385**	**2,856**	**544**	**983**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		349	3,768	412	345
- to improve the level of service		(269)	1,546	844	1,314
- to replace existing assets		2,476	206	19	129
Increase (decrease) in reserves		3,392	(2,636)	(58)	(564)
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**5,949**	**2,884**	**1,217**	**1,223**
Surplus (deficit) of capital funding (C - D)		**(564)**	**(28)**	**(673)**	**(240)**
Funding Balance ((A-B)+(C-D))		**0**	**–**	**–**	**–**
Depreciation		919	818	1,125	1,480

Notes

1. Higher than budgeted revenue resulted from private service connections now performed in-house by the Local Water team.

2. The spending over budget includes debt funded costs of $335k for long term consenting conditions.

3. Capital funding from Crown Infrastructure Partners for Tara Ika Queen St Stage 1 ($1.3m) has been received this year, this was unbudgeted as it was expected at the end of 2023/24 financial year.

4. Increase in debt is lower than expected due to the unbudgeted Capital funding received.

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, and the integrated growth workstream. The detail of the progress on these priorities is captured under the Top Priorities section of this report.

Strategic Planning

With the Annual Plan 2025/26 adopted, the focus of the team has been on Annual Report preparation ahead of the independent auditor visit.

Communications & Engagement

This period focused on major communications and engagement activity across Council priorities. Key highlights included supporting the adoption of the new water services delivery plan, advocacy for the Ō2NL project, and delivering pre-election communications such as the Pre-election Report, Facebook Lives, and the launch of the elections campaign. We also encouraged engagement on key policies, refreshed the Te Takeretanga o Kura-hau-pō website, and progressed the Levin Town Centre Transformation.

Campaigns were delivered for dog registrations, the Annual Plan, the resident satisfaction survey, Civic Awards, Youth Excellence, and Community Grants. Public information was shared on district growth and Council profiles.

Digital engagement remained strong, with horowhenua.govt.nz recording over 46,000 engaged sessions, and the refreshed Te Takeretanga o Kura-hau-pō website achieving a 65% lift in engagement.

Integrated Growth and Planning

The workstream continued to advance with the focus of the work being Plan Change 6A, a plan change to rezone land for residential housing in the northwest corner of Levin. This plan change was publicly notified in April and when submissions closed in May there had been 72

submissions received. The Summary of Submissions was notified on 1 August. Council has proceeded with the Further Submission process while waiting further details of the Government's 'stop plan change' work announcement in July. The nature of the plan change being one for housing growth may potentially see this plan change able to continue through the exemption pathway. Officers will continue to be guided by the detail of the legislative changes, possible outcomes could include the plan change being paused through to carrying on with the hearing of submissions.

Other work in the workstream has included working with the latest growth figures to capture the district's growth story which confirms the district's growth has tracked closely to the high growth rate (95th percentile) that Council has adopted as part of its growth forecasting assumptions when preparing the Long Term Plan 2024-44.

The steady flow of RMA reform has kept the team busy getting across the detail and then working with Council to prepare submissions advocating on behalf of the community. Of particular note, submissions were prepared for all four 'packages' under the National Direction Refresh – covering topics such as infrastructure, primary production, freshwater, and housing.

Council officers are part of the Industrial Land Steering Group through the Wellington Regional Leadership Committee (WRLC) which is taking a 'locally led, regionally coordinated' approach to the supply and demand for industrial land in the Horowhenua and Greater Wellington Region. The Steering Group met for the first time in July and will be advancing the findings of the report commissioned by the WRLC. Given the constraints on available and suitable industrial land in Wellington Centre, the exploration of industrial land opportunities in other parts of the Wellington region such as Horowhenua and Wairarapa becomes important for finding long term solutions to meet the region's needs.

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.

General Update

The end and start of the financial year are often a busy period for matters involving the Representation and Community Leadership Activity. This period has been no exception with some of the Central Government Announcements providing additional opportunities for elected members to advocate to Government on behalf of the community.

What we are delivering

Election 2025: The Pre-Election Report was published on 23 June, well ahead of the 17 July statutory deadline, and available for the first candidate's information session on 24 June.

Annual Report 2024/25: Delivery of the Annual Report 2024/25 is a current focus for both Strategic Planning and Finance, as well as involving many staff across the organisation. Officers are currently preparing for the Final Audit, beginning on 25 August 2025.

Stakeholder and key relationship mapping: Delivering on one of the initial Plan on a Page tasks, officers have established a stakeholder and key relationship tool. This is to ensure we provide excellent service by ensuring officers are joined up and can more easily consider the timing and impact of requirements and consultations on our stakeholders. This is a living document, to stay up to date.

Responding to Government reforms: Council has submitted on the National Direction packages relating to the RMA Reform. The most recent of these submissions on the Going for Housing Growth, with the submission being prepared following elected member input and discussion.

Submissions are currently open on two Bills: The Local Government (System Improvements) Amendment Bill which would amend the purpose of local government, remove the four wellbeings, bring in a single Code of Conduct for Elected Members (applicable nationwide), remove s17A service delivery reviews; and the Antisocial Road Use Amendment Bill which would giving the Police and the courts greater powers, as well as creating new offences and strengthening penalties. Officers will prepare submissions based on the direction of Council.

Issues and Risks

Central Government has signaled a substantial amount of reform information and legislation will be released in the latter part of 2025. The challenge is to respond in a timely manner and be able to involve Elected Members during the formal election period with reduced meetings.

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.

Funding Impact Statement – Representation and Community Leadership activity (unaudited)

		Actual	Long term plan/Annual Plan	Long term plan	Actual
		2024	2024	2025	30 June 2025
	Notes	$000	$000	$000	$000
Sources of Operating Funding					
General rates, uniform annual general charges, rates penalties		149	146	2,535	2,372
Targeted rates		5,940	5,791	2,281	2,454
Subsidies and grants for operating purposes		735	–	954	556
Fees and charges		–	–	–	–
Local authorities fuel tax, fines, infringement fees, and other receipts		4	–	25	5
Internal charges and overheads recovered		–	–	211	47
Total Operating Funding (A)		**6,828**	**5,937**	**6,006**	**5,434**
Applications of Operating Funding					
Payments to staff and suppliers	**1**	2,051	3,383	4,575	2,754
Finance Costs		137	259	231	285
Internal charges and overheads applied		5,281	5,090	2,608	2,713
Other operating funding applications		–	–	–	–
Total applications of operating funding (B)		**7,469**	**8,732**	**7,414**	**5,752**
Surplus (deficit) of operating funding (A - B)		**(641)**	**(2,795)**	**(1,408)**	**(318)**
Sources of capital funding					
Subsidies and grants for capital expenditure		–	–	–	–
Development and financial contributions		–	–	–	–
Increase (decrease) in debt	**2**	3,000	5,596	3,623	(1,211)
Gross proceeds from sale of assets		–	–	–	–
Lum sum contributions		–	–	–	–
Other dedicated capital funding		–	–	–	–
Total sources of capital funding (C)		**3,000**	**5,596**	**3,623**	**(1,211)**
Applications of capital funding					
Capital expenditure					
- to meet additional demand		–	–	500	5
- to improve the level of service		–	–	–	–
- to replace existing assets	**3**	277	2,875	1,500	15
Increase (decrease) in reserves	**4**	2,081	(74)	215	(1,550)
Increase (decrease) of investments		–	–	–	–
Total applications of capital funding (D)		**2,359**	**2,801**	**2,215**	**(1,530)**
Surplus (deficit) of capital funding (C - D)		**641**	**2,795**	**1,408**	**318**
Funding Balance ((A-B)+(C-D))		**–**	**–**	**–**	**–**
Depreciation		–	–	54	–

Notes

1. Mainly savings identified in professional services costs related to District Plan.

2. Increase in debt is lower than expected due to less capital expenditure.

3. Capital expenditure is lower than budget due to the Levin Town Centre Strategy activation projects having not yet commenced. Unspent funds are proposed to be carried forward to 2025/26, pending a decision by Council on current opportunities associated with the Levin Town Centre programme.

4, Increase in reserve is higher due to less operational expenditure.

Housing and Business Development

General Update

Housing Market Overview

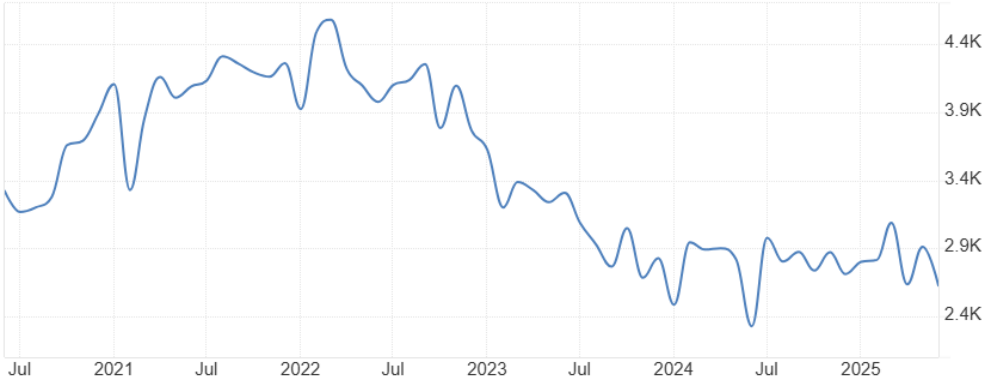
New Zealand's property market has hit 2.5 years of flat asking prices as the latest data shows the national average asking price is marginally down 0.9% year-on-year to $855,360. Some may say the market is stable but in reality, it's flat. While a flat market is good for both buyer and seller expectations, a moving property market is a good sign of a recovering economy.

Seven regions across the country have seen a decline in average asking prices both month-on-month and year-on-year. Total stock nationally showed a modest increase of 2.0% compared to the same time last year, contributing to a continuing decline over the past quarter, declining stock numbers could however indicate the tide is turning. As winter descends upon the property market, new listings are down 2.5% year-on-year nationally.

As before the pace of recovery remains measured as affordability constraints and credit conditions limit momentum. Although the downturn appears to be largely over, any upturn in 2025 could be subdued.

Building consent applications decreased across the county to 2,627 in June, down from 2,910 in May 2025. Building permits ran at an average of 2,270 between 1995 and 2025 reaching the peak of 4,579 in March of 2022, this followed a record low in January 2009 of 992.

Across the country the demand for consenting services continues a slight downward trend while the Horowhenua district remains 2% up on the prior year.

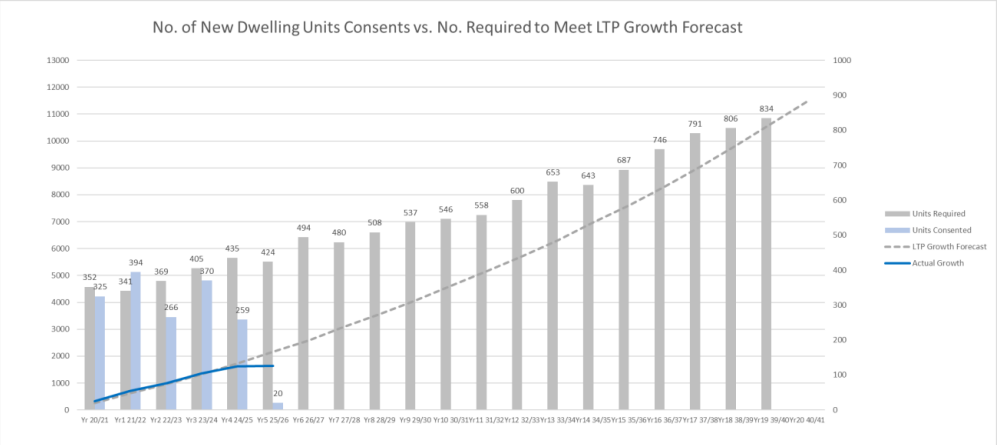


Building Consents by Month [Statistics NZ]

Growth Summary

As previously the case, with consenting volumes down across the country, the flat nature of the market is translating into lower numbers of consented dwellings at the end of the fourth quarter being at 259 dwellings, leaving the district 25% short of the annualised plan which is slightly better than the –30% we have previously forecast.

Although demand remains solid across the district, the overall market position negatively impacted the overall position. July numbers are in and although early days this number extrapolated to year end would show an additional decline. Although the run through to year end is expected to be flat it is hoped that 2026 will see a return to up-side in this space.



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

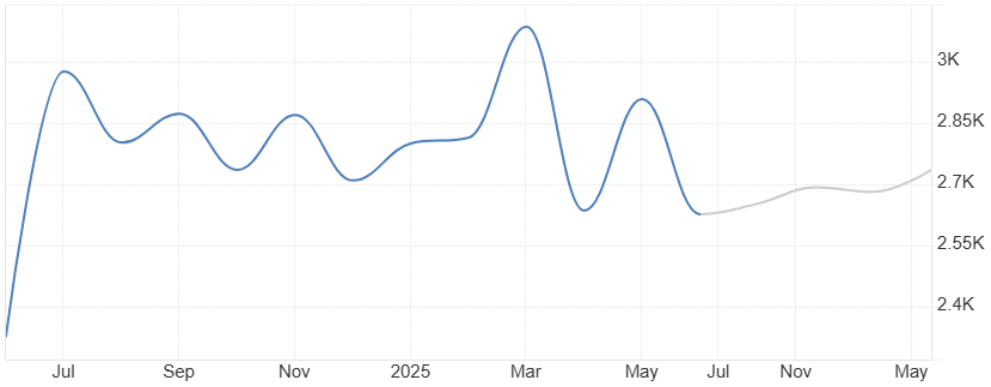
Future Forecast for New Zealand

The number of building consents issued for new dwellings in New Zealand declined 6.4% month-on-month, reaching a seasonally adjusted total of 2,627 units in June 2025.

Over the year to June 2025, the total number of new dwellings consented was 33,979.

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 6.4, down from 6.9 in the previous year. According to econometric models month on month growth for 2026 is forecast at 1.9%, declining to -0.8% in 2027.

As previously reported, robust population growth exhibited through the recent census data combined with the additional stimulus provided by the pending build of the Ō2NL road corridor, should see the district continue to benefit from growth exceeding the general performance across the rest of New Zealand.



Forecasted trend for Building Consents by month.

Consenting Summary Overview

Consenting numbers locally remain static with a slight decline in the consent volumes being lodged when compared to the prior year. Forecasts suggest a modest growth of 1.0% into 2026 with a flattening again into 2027. Delivery performance timing in the delivery of building consents continues to remain solid.

Hope remains that the local market will continue to buck the national trend and remains above the average run rate for build activity resulting from developments such as the pending Ō2NL roading development.

Demand in the region is expected to remain solid in the near term although it should be noted that construction output across New Zealand decreased 10% when compared to the same month last year. Generally consenting activities across the district 'feel like' they are declining; thus it may be a tough run through to the end of the 2025 calendar year.

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 July 2025 are as follows:

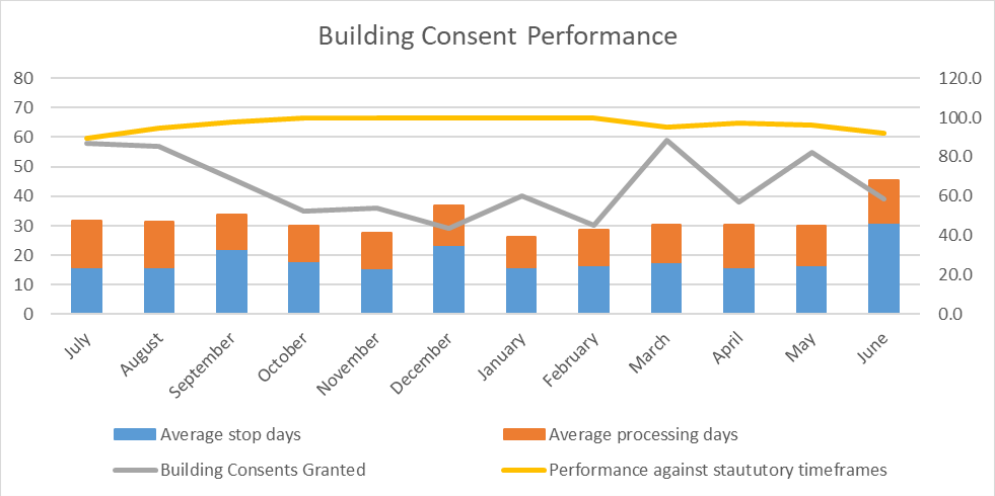
	YTD to 30 June 2025	YTD to 30 June 2024	Trend
Number of building consents lodged	526	554	↓5%
Number of building consents issued	523	515	↑2%
Number of new dwelling consents issued	155	116	↑33%
Number of new dwelling units consented	259	370	↓30%
Value of building consents issued	$153,184,495	$171,750,887	↓11%
Number of inspections completed	7860	6623	↑19%
Number of CCCs issued	524	549	↓5%

Number of enquiries about building control functions	1510	1810	↓17%

	YTD to 31 July 2025	YTD to 31 July 2024	Trend
Number of building consents lodged	50	57	↓12%
Number of building consents issued	56	58	↓3%
Number of new dwelling consents issued	11	24	↓54%
Number of new dwelling units consented	20	28	↓29%
Value of building consents issued	$14,558,700	$18,740,020	↓22%
Number of inspections completed	682	702	↓3%
Number of CCCs issued	45	62	↓27%
Number of enquiries about building control functions	138	160	↓14%

There has been an overall increase in the number of consents issued for new dwellings in 2024/25, however there were less dwelling units consented. Demand continues to fluctuate month to month and July 2025 shows most metrics trending downwards compared with July 2024. The Horowhenua has remained solid relative to the generalised trend across the country.

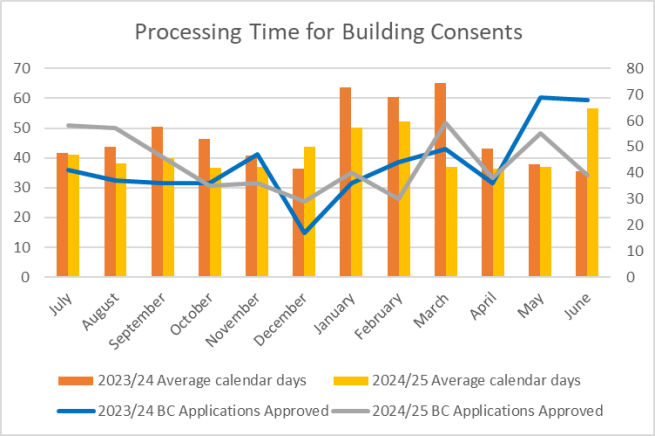
Monthly compliance with statutory processing times in 2024/25 fluctuated between 90-100% throughout the year so far with an average of 96%, as below:



Performance improved significantly between the first and second quarters of the year and dipped slightly from the end of the third quarter through to the fourth quarter. 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 remains a key challenge and focus.

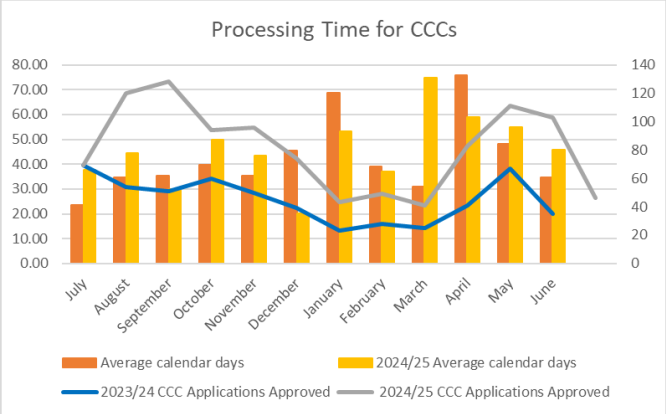
Building Consent Processing Time - Benchmarks



The volume of building consents in progress fluctuated between 60 and 126 in 2023/24, this has been steadier and much reduced YTD, with approximately 41 to 74 building consents in progress at any one time in 2024/25. The 2024/25 year saw a fairly consistent positive trend of building consents being processed in fewer calendar days than in the same months in the 2023/24 year.

In all reality 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. 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.

There is a spike in this measure in June, much of which can be attributed to delays on the customer side as illustrated as stop days in the building consent performance graph above.



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. Approximately 90% of CCCs issued in 2024/25 were processed within statutory timeframes, which is the same as in the 2023/24 year.

Resourcing levels in the commercial space continue to impact statutory timeframes for CCCs and calendar days taken, this is compounded by our inability to outsource this activity to improve timeframes. To mitigate some of the challenges faced in this space we have partnered with other councils to contract resource to help in this space.

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 9 items (8 general non-compliance + 1 serious non-compliance) were tasked for improvement.

To date the 8 general non-compliances have been resolved and the evidence to clear the serous non-compliance is with IANZ for review. Once the outstanding matters have been resolved, IANZ will re-confirm Council's accreditation, risk level and audit frequency.

Resource Consenting

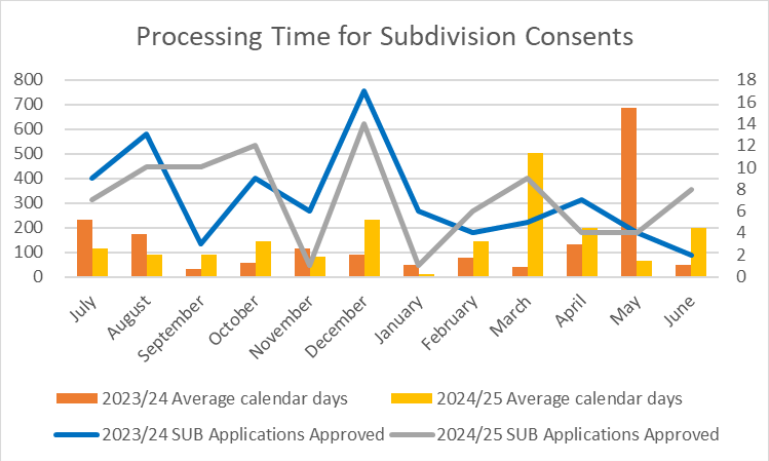
2024/25 financial year and from 1 July 2025 to 31 July 2025 are as follows:

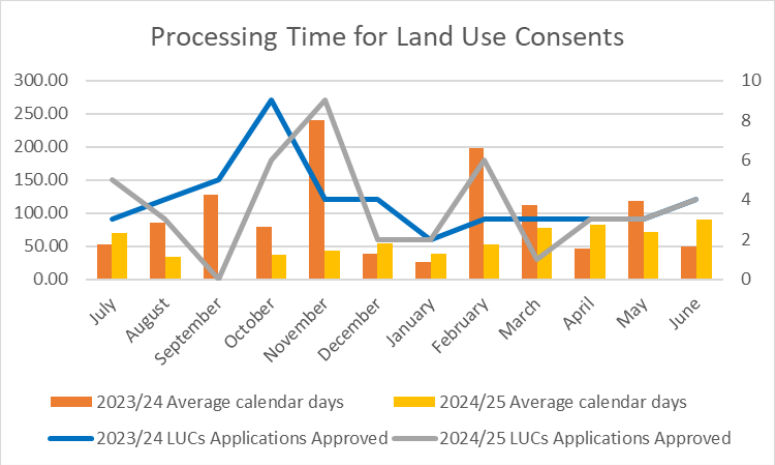
	YTD to 30 June 2025	YTD to 30 June 2024	Trend
Number of resource consent applications lodged	213	265	↓19%
Number of subdivisions consents approved	87	65	↑34%
Number of land use consents approved	70	64	↑9%
Number of new allotments created at 223 stage	194	202	↓4%
Number of new allotments created at 224 stage	178	204	↓13%
Number of enquiries about resource consenting activity	1147	1294	↓11%

	YTD to 31 July 2025	YTD to 31 July 2024	Trend
Number of resource consent applications lodged	14	18	↓22%
Number of subdivisions consents approved	11	7	↑57%
Number of land use consents approved	6	9	↓33%
Number of new allotments created at 223 stage	11	2	↑450%
Number of new allotments created at 224 stage	14	17	↓18%
Number of enquiries about resource consenting activity	98	103	↓5%

Approximately 79% of resource consents processed in 2024/25 were issued within statutory timeframes, which is a 17% improvement on the previous year. This is reflective of additional measures that were put in place to ensure that the level of statutory compliance continues to increase throughout the fiscal year.
One Streamlined Housing pre-application meeting was held in 2024/25 and one resource consent application was approved for Streamlined Housing activities.

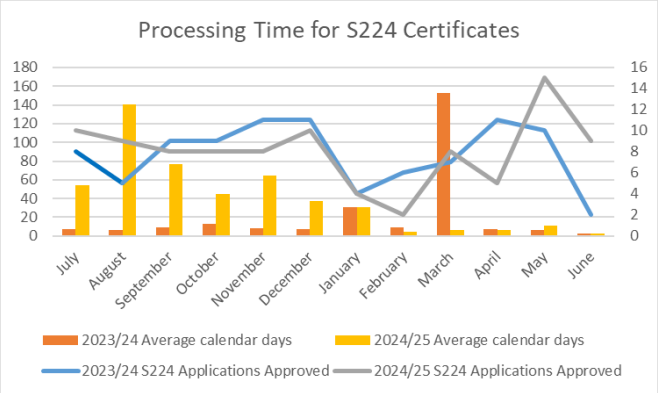
Resource Consent processing time benchmarks





The Resource Consenting space is 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) decreased from an average of approximately 99 calendar days in 2023/24 to an average of approx. 57 days in 2024/25. The average approximate number of calendar days to process Subdivision (SUB) consents increased from 124 calendar days in 2023/24 to approximately 177 calendar days in 2024/25. This spike was largely due to the granting of two old subdivision consents which were lodged in 2020 and 2022. With the RMA allowing consents to remain active indefinitely, should any of these dormant consents be concluded, the effect on total calendar days can be significant.



The average processing time for s224 certification (to enable new titles to be issued) in 2023/24 was 22 calendar days, this decreased to an average of 11 calendar days in 2024/25.

Land Information Memoranda

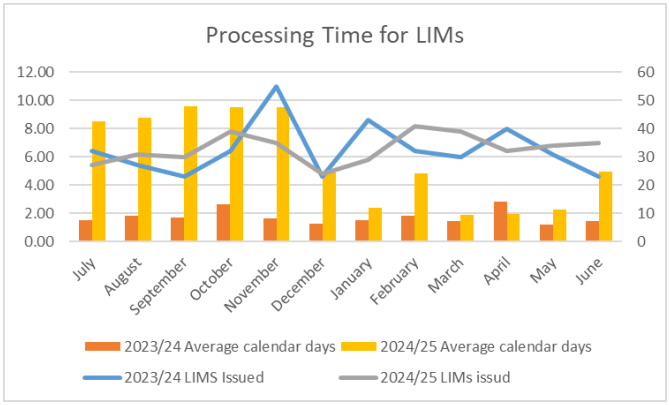
The processing of requests for Land Information Memoranda (LIMs) is now being managed by the Planning and Development Team. The average processing days for LIM requests initially

increased from 1.8 calendar days in the 2023/24 year to 5.5 calendar days in 2024/25. Throughout 2024/25 processing times generally improved as the team upskilled in this area.

A total of 396 LIMs requests have been processed in 2024/25 and over 99% of these were processed within the 10 working day timeframe.

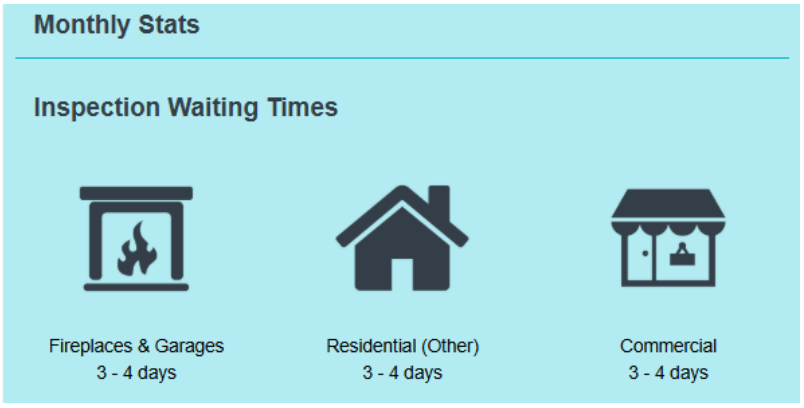
This space continues to be a work in progress as we get the new team up to speed with the inherited activity and streamline processes, but performance improvement is visible as outlined above.

A number of changes have been made to the natural hazard information provided in LIMs, as a result of legislative changes. Further changes will be implemented throughout the first and second quarter of the year as the Local Government (Natural Hazard Information in Land Information Memoranda) Regulations 2025 come into force in October.



Performance Reporting to the Market

An update of consenting performance has been proactively posted to the 'build' market on a monthly basis. 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 June 2025.

Building Consent Activity (YTD to 30 June 2025)

526
Building consents lodged
Down 5%
Compared with 554 in June 2024

523
Building consents issued
Up 2%
Compared with 515 in June 2024

Monthly Stats

Inspection Waiting Times

Fireplaces & Garages
3 - 4 days

Residential (Other)
3 - 4 days

Commercial
3 - 4 days

42% of inspections failed in June.
The two inspection types with the highest failure rate* were PRE-WRAP with 67% failed and POST-WRAP AND CAVITY SYSTEM with 60% failed.
*data excludes inspection types where less than 20 were completed this month

Building Consent Processing Times

14 Average working days

57 Average calendar days

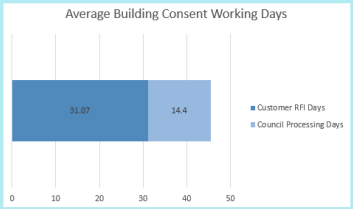
92% Processed within timeframes

80 Applications were in progress as at 30 June 2025

Code Compliance Certificate Processing Times

16 Average working days

46 Average calendar days



Building Consent Feedback

3.5/5 YTD to the end of June

Resource Consent Activity (YTD to 30 June 2025)

213 Resource Consent Applications Lodged
Down 19% Compared with 265 in June 2024

87 Subdivision Consents Approved
Up 34% Compared with 65 in June 2024

70 Land Use Consents Approved
Up 9% Compared with 64 in June 2024

87 S224 Applications Approved
Down 2% Compared with 89 in June 2024

Monthly Stats

Resource Consent Processing Times

20 Average working days

145 Average calendar days

94% Processed within timeframes

65 Applications were in progress as at 30 June 2025

Subdivision Consents Processing Times

21 Average working days

200 Average calendar days

S224s Processing Times

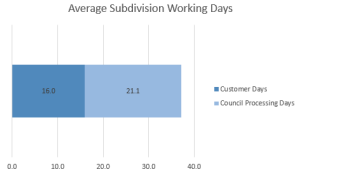
3 Average working days

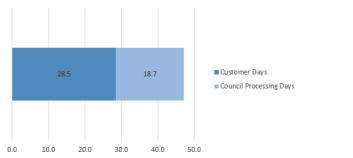
92 Average calendar days

Land Use Consent Processing Times

19 Average working days

90 Average calendar days





Planning Consent Feedback

3.25/5 YTD to the end of June

Revenue & Expenditure

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

Organisation Performance

Group Update and Work Plan Delivery

Officers are preparing the 2024/25 annual report with the annual audit (by Audit NZ) to commence at the beginning of September. Since the last annual audit, we have been addressing and implementing all recommendations from past audits and from our regular tax compliance evaluations. As of 6 August 2025, there are 15 open recommendations that are being worked on, this was 71 at the start of the financial year on 1 July 2024.

The annual credit rating review released in June 2025 by Standard and Poor's (S&P) Global resulted with the Council staying at A+ with negative outlook. S&P Global noted that Council's operating surpluses are improving, supported by significant general rates increases and tighter expense controls, sound financial management practices and adherence to our financial strategy. However, debt levels are elevated, and three waters reforms could impact future financials. Officers are committed to continue with maintaining fiscal discipline, and delivery on operating efficiency targets.

Procurement Report

Procurements over $200,000 with signed agreements –

	Title/Description	Awarded to	Approach	Process Detail	Contract Term / Status
Value Range – $200k - $500k over period of contract (excl GST)	Irrigation expansion – Matakarapa Island / Foxton WWTP	Think Water Hawkes Bay	Direct Appointment	PRG Approval – 28 May 25 Contract Signed – 18 June 25	NZS 3916 – Lump Sum Design & Build Currently underway.

Capability and Transformation

General Update

We are working on creating an annual rhythm of Council. Planning is undertaken within functions and is well understood by those teams who lead the activities, the aim for us is to create one place for a shared view of the big picture across Council. This will enable visibility of what is coming up, and what overlaps to identify sweet spots for better planning and co-ordination, surface patterns and reduce reactive responses. Phase one commenced in this reporting period where we are starting with "the knowns", reoccurring events that happen at the same time each year. We will then lead into phase two which will be to layer key planning phases, delivery crunch periods, community moments and cross team coordination zones.

What we are delivering

Our top priority of Pursing Organisational Excellence is all about transformation by enabling a culture of service, excellence and continuous improvement. We have a new initiative to bring this mahi to life, Te Mauri Hiko – The Spark of Life.

Te Mauri Hiko will help our organisation become more agile, more connected and more capable, from the inside out and the outside in.

The approach we are taking has 3 key workstreams: Cohorts, Customers and Capability.

At the centre are the Cohorts: Functional and cross-functional teams brought together to find ways to work better, faster, smarter, easier.

Surrounding that is Customers: because there's no point improving what we do, if it doesn't improve what people experience - internally and externally. This stream makes sure we're zooming out from internal habits and zooming in on the lived experience of our customer community, surfacing insight, joining the dots, and designing from the outside in.

And, anchoring it all is Capability: our culture engine. It's where we build the skills, mindsets and leadership confidence to work in new ways. Together, we want these three streams to form the engine room of transformation.

The first Te Mauri Hiko cohort launches on 8th September.

Building strong bonds is at the heart of what we do as we grow relationships and connections across our MWLASS group. This quarter, we've focused on local waters and union negotiations, working closely together to support shared outcomes.

Our culture of care continues to shine through. The social club has delivered a range of internally funded activities for kaimahi, from a Matariki hangi experience to winter care packages, additionally driving fundraising efforts to support families in need. These moments reflect the strength of our people coming together in meaningful ways.

At the same time, we're maintaining momentum on continuous improvement. We're sharpening processes, refreshing internal policies, and collaborating across Council to ensure they stay aligned with legislative requirements and future-ready. Recently, we reviewed our PAYE calculations to reduce risk and remain fully compliant with leg IRD guidance.

Horowhenua
DISTRICT COUNCIL

Ngā Whāinga Matua

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.

This quarter we completed our performance and pay review process. This year has been particularly challenging as we ensure we live within the financial realities we are facing as an organisation.

Through the annual Matariki Awards, we acknowledged and celebrated the outstanding contributions of our Kaimahi who bring our values to life and deliver exceptional results to our community.

In this reporting period, we started a continuous improvement programme for our Planning, Reporting and Budgeting tool – this will allow budget managers to have better reporting and financial data. This will include training opportunities to upskill new managers, as well as streamlining chart of accounts structure and automating report generation in quarter two in 2025 with testing to commence in quarter three.

We continue embedding our Development Framework and growing leadership capability through ongoing learning and coaching.

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 to progress the digital action plan we have:

- Worked on rates instalment one along with our mail house, Solution Dynamics, to segment audiences more effectively based on how they receive communication (post vs. email), rebate eligibility, and whether they pay via direct debit. This means ratepayers only receive information relevant to them - for example, those not eligible for a rebate won't receive rebate instructions. The result is a more efficient process that reduces waste, lowers fulfilment costs, and improves the clarity of our messaging.
- Streamlined the rates rebate application approach, our team will be introducing digital rebate form entry, replacing the need to fill out paper forms. This change reduces manual data entry down the line, minimises the risk of human error, and eliminates the need to digitise forms for audit purposes. Our staff will use the new digital method when assisting individuals and residents of retirement villages, making the process faster and more reliable for everyone involved.
- Implemented Microsoft Bookings to manage the interview schedule for the 2025 Election Candidate Videos, with the first booking site now in use. This removes the need for back and forth emails with candidates, as they can now book, reschedule or cancel appointments directly. The system sends automatic confirmations and updates, and syncs with our team's

calendar, reducing admin time and delivering smoother coordination between staff and candidates.

- Developed a Resource Consent Information Requests solution to improve the visibility and manageability of requests for specialised information relating to a consent within the regulatory timeframes. This solution does not impose new process or replace face to face conversations but focuses on ensuring this activity is pulled out of the silo of individuals email boxes allowing teams to take more shared responsibility and contribute to greater resilience across our critical Resource Consenting activity.
- Completed a deep dive on our Dog Registration Renewal process as it is an intensive annual activity we complete each July with our community. As we continue to invest in digital transformation opportunities, like we did successfully last year with online Dog Registration Renewals, we need to keep putting a lens over the traditional paper-based processes we continue to provide for our diverse community. The effort and cost associated with providing paper forms, processing paper forms and keeping records of paper forms only ever increases. It is not about trying to remove paper completely at this stage because paper remains an important channel for our community, but we have identified how we can achieve at least a 50% reduction in the back-office effort and cost while still providing the same quality of customer service including paper forms as required.

Preparation for the 2025 elections and potential referendum.

The Pre-Election Report was prepared and made publicly available in full compliance with legislative requirements, providing key information to support informed community participation in the election.

The nomination period opened on 4 July and closed on 1 August 2025. A total of 42 nominations were received, resulting in contested elections for all wards and the community board. Throughout this period, officers have actively engaged with the community to update enrolment details and encourage participation.

Planning is now well underway to deliver targeted initiatives aimed at maximising voter turnout and strengthening democratic engagement.



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.

Not progressed, letter from CEO/Mayor to be sent regarding resourcing and input to the Levin SW consent.

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

Works, as agreed by the Lake Domain Board, have been carried out at Muaūpoko Park using the Better Off Funding. The Lake Domain development plan has been drafted and is yet to be presented and approved by the Board.

Support reactivation of the Lake Domain Board.

Complete - ongoing support is provided as required.

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

After installing the first device under the Freshwater Intervention Fund programme on Mako Mako Road, HDC is now progressing with the next stormwater intervention on the Queen Street East Drain. Details of the proposed device have been shared with the FIF governance group, which includes representatives from the Lake Horowhenua Trust and the Ministry for the Environment.

While developing the procurement plan for installation, we are also addressing concerns raised regarding the archaeological significance of the site and the potential for tuna (eels) to be affected by the proposed treatment device. Information on these matters has been provided to the Lake Horowhenua Trust representatives, and we are awaiting their formal confirmation before moving ahead with the preferred device and location.

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

No further update on HDC actions.

Support community led planting and clean up initiatives.

As Muaūpoko Park remains closed to the public there have been no community planting or clean up initiatives undertaken there. However, Officers have organised a clean-up as directed by the Board as part of the Better-Off funding spend.

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.

The adoption of the Iwi/Hapū Relationships Framework is the completion of an extensive piece of work that began in 2023. From the outset, this mahi has required careful balance, bringing together the perspectives of iwi, hapū, elected members and staff, while navigating complex issues such as resourcing, expectations of engagement and legal realities. Over the past year, multiple drafts have been tested and refined through feedback from iwi and hapū, as well as from Council, to ensure the framework reflects both our statutory obligations and our commitment to partnership.

The framework is significant because it does more than outline aspirations, it provides clarity on how Council will work alongside iwi and hapū in practice. It sets expectations for engagement, identifies pathways for partnership, and recognises the unique status of tangata whenua in our rohe. Its adoption marks an important milestone, not just the signing-off of a document, but a shared commitment to a different way of working together.

This achievement represents a considerable collective effort. It has required time, persistence, and goodwill to get to this point. With adoption now complete, the focus turns to embedding the framework into Council's everyday work so that it delivers real and lasting impact for iwi, hapū, and our community.

This live document will evolve, the focus now is the transition from adoption to implementation, which requires:

- Reviewing and summarising existing resourcing agreements, identifying where arrangements will be grandfathered (e.g. until 2028) and where change is required.
- Clarifying how matters that now sit outside Council responsibility (such as waters) will be treated within the methodology.
- Ensuring that the "how" (methodology, processes, and resourcing) and the "why" (principles of partnership, equity, and statutory obligations) are clearly articulated to guide decision-making.
- Providing Council with clear options and recommendations for transitioning current agreements into alignment with the framework.

Work is now underway to prepare these recommendations for the incoming Council.



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.

This work has been placed on hold indefinitely, due to the Government's directive to stop almost all District Plan work.

Continue integrated growth planning to inform future capital investments.

In light of Government directives to pause most District Plan work, more focus can be placed on this workstream. Initial scoping work has begun on a plan for the Tararua Road growth area (business land). Work is also commencing into reviewing alignment between internal policies.

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

Reporting on the capital works programme is set out in Community Infrastructure section of this report.

Development of Vested Assets Policy.

Intent:

The Vested Assets Policy remains a work in progress. Once completed the intent is to address the financial burden on ratepayers arising from long-term maintenance of infrastructure assets

vested through new developments. Preliminary research into comparable policies across New Zealand revealed no clear precedents, making this a pioneering initiative.

The policy intent proposes 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 in November 2024 for initial feedback, receiving positive support to proceed with further refinement and to carefully assess potential implications.

Current State – Ongoing:

Collaboration between HBAD, Integrated Growth and Planning, Finance and Infrastructure teams continues towards developing clear guidelines and parameters for delivery. External expertise had been engaged to help with the development of this view however this opportunity has not progressed as we had intended.

The proposal is premised on a calculation of asset maintenance and depreciation. To optimise this proposal and to ensure it can be delivered at an operational level it is important that the data is available and understood.

Work continues in this space with the infrastructure and finance teams to determine and inform the basis of any future working primarily based around maintenance costs and renewal parameters. This is a complex task when starting from scratch however there is slow progress toward what is deemed a positive opportunity.

There is complexity involved in that the development of such a mechanism may have flow on effects to other considerations and existing policies and methodologies such as the Development Contributions Policy, in time.

Community consultation is planned once the policy is sufficiently developed and viable.

Deliver the Capital Programme.

Reporting on the capital works programme is set out in Community Infrastructure section of this report.

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 Strategy Recreation Investment Framework was adopted by Council at the end of June. During this reporting period Officers have been working alongside Visitor Solutions and sports clubs to undertake the needs analysis and identify the key moves which will be brought back to Council to see how the framework can be used for decision making.

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.

Completed.

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

Council agreed to form a joint Water Services Organisation (as a Council Controlled Organisation) with Palmerston North City Council and Rangitikei District Council. The joint Water Services Delivery Plan is on track to be endorsed by all three Councils, certified by each Chief Executive, and then submitted to Secretary for Local Government before the due date of 3 September 2025. Following this the focus will move towards developing the Collaboration Agreement, Transfer Agreement and other CCO initial implementation activities.

Chris Dyhrberg has been seconded to the position of Executive Director Water Services CCO by the three Chief Executives to lead the initial implementation activities. He will be supported by Officers from all three Councils.

Officers have met and begun development of the detailed programme for the next 18 months.

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 update.

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

An external funding stocktake has been undertaken and a document created which will enable officers to prioritise projects and initiatives, depending on eligibility against available funding streams.

Respond to regional deal opportunities.

No change since previous update. Still waiting to hear an outcome from the Greater Manawatū City and Regional deal proposal that was submitted by the Councils of Horowhenua, Tararua, Manawatū, Palmerston North and Horizons in February 2025.

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.

Our preliminary 2024/25 financial year results show that we have achieved underlying net savings of just over $800k, which exceeds our target of $300k-$500k. This provides some contingency to respond to unplanned costs in the 2025/26 financial year.

We have completed just under $32m of the capital programme for the year as at 30 June 2025, against a forecast spend of $31.2m, comparing to the full year budget of $44.5m. $36.7m was assumed in the 2025/26 Annual Plan. Around $5m of capital carry forwards had been identified to go into 2025/26 financial year for projects that are committed to being delivered. A paper will be presented before the council in September for approval of these capital carry forward requests. Overall, we projected a reduction in capital spending this year of $7.7m with a net reduction in borrowings of $5m for 2024/25. Over the four years (up to 2027/28) it is anticipated that we will have a net reduction of $4.7m.

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.

Finance business partnering approach is continuing to make an impact on upskilling budget managers to be more engaged with financial priorities and to be more equipped with the right level of financial acumen. Regular engagement from the Finance team to the wider business areas on financial tasks and key dates are welcoming. Preparation will soon commence for the 2026/27 budgeting exercise.

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

Council has continued to prioritise the projects that matter to the community. Since 1 June, the tender for the Levin WWTP Inlet pipe replacement was awarded after receiving a total of ten proposals with more than half of these being more than capable to undertake this project within our budget. The successful contractor's proposal displayed excellent methodology, relevant skills and experience and the capability to deliver on time and on budget.

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

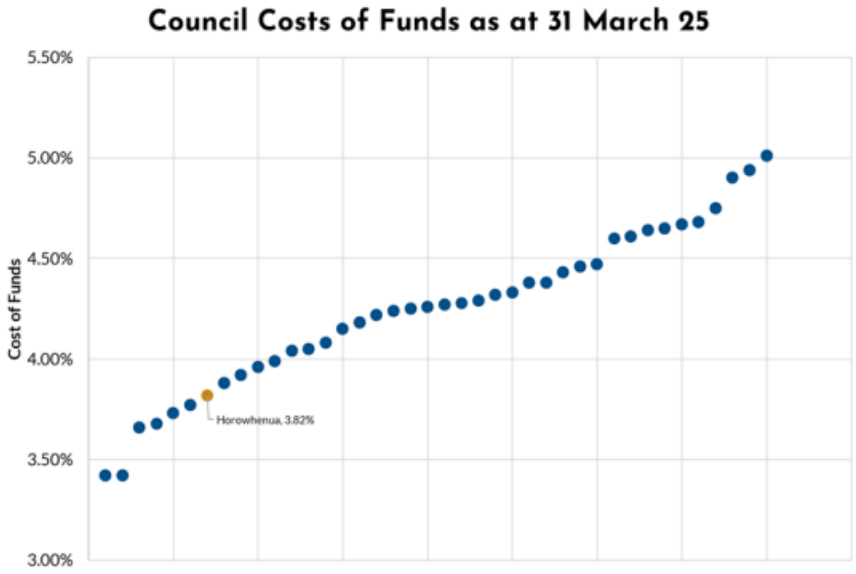
Council had $240m of external debt (net debt of $174m) as at 30 June 2025 (a net increase of $28m since the last quarter), which was all sourced from the Local Government Funding Agency (LGFA). Council remains in compliance with its debt profile targets set in its Liability Management Policy.

Council's net debt to total operating revenue as at 30 June 2025 is 198%. Officers have continued to closely monitor the net debt to operating income ratio, which has come in below

the budgeted level of 229% due to the net reduction in the capital programme of $5m. This remains below the 250% financial strategy limit.

Since 1 July 2024, we have entered into $80m worth of interest rates swaps. This includes $30m of swaps in the quarter ended 30 June 2025.

Due to close monitoring in place for the 2024/25 financial year of the interest rate market, the net interest is $211k favourable against budget. Our average cost of funds as at 30 June 2025 was 3.77%. From information supplied by Bancorp – Council's treasury advisor, as at 31 March 2025 Council has achieved 7th lowest costs of funds borrowed (at 3.82%) in comparison to other Councils working with Bancorp.



The annual credit rating review released in June 2025 by Standard and Poor's (S&P) Global resulted with the Council staying at A+ with negative outlook. S&P Global noted that Council's operating surpluses are improving, supported by significant general rates increases and tighter expense controls, sound financial management practices and adherence to our financial strategy. However, debt levels are elevated, and three waters reforms could impact future financials. Officers are committed to continue with maintaining fiscal discipline, and delivery on operating efficiency targets.

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

Regular reporting of high-level financial performance and position, and key focus items such as debtors' analysis, and treasury measures to the Risk and Assurance Committee in a dashboard format continues to play a focus of the discussion at the committee. This is complemented with regular reporting on financial performance and position of the Council in the Organisation Performance Report.

Officers are preparing the 2024/25 annual report with the annual audit (by Audit NZ) to commence at the end of August 2025. Since the last annual audit, we have been addressing and implementing all recommendations from past audits and from our regular tax compliance evaluations. As of 6 August 2025, there are 15 open recommendations that are being worked on, this was 71 at the start of the financial year on 1 July 2024.

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.

The initial reporting phase of specific projects has now been completed. Council teams have full access to the Moata Carbon Portal for all projects, enabling assessment and review of emissions across the organisation. Access has been extended to teams within HDC to support broader engagement and usage.

Additionally, the portal subscription has been extended from six months to twelve months (at no additional cost to Council), now valid through to February 2026, ensuring continued monitoring and reporting capability.

Implement the Climate Action Plan within budget allocations.

The Climate Action Fund ($500–$2,500) is now live for the August grants period, in collaboration with Community Development, providing support for local climate initiatives. Officers have continued delivery of the Enriching our Environments campaign, aligned with the strategic communications plan (Action 1.1 of Climate Action Plan).

Engagement with Smart Power has progressed, exploring options and pathways for decarbonisation. This work remains ongoing (Actions 3.1 and 1.5 of Climate Action Plan). Officers and community members continue to advance the Horowhenua Kai Resilience Network, supporting food security and community resilience initiatives (Action 5.6 of Climate Action Plan).

Officers have been working in partnership to explore new waste management systems within the Civic Building. This has included introducing a new waste sorting system across office spaces, with a particular focus on desks (Actions 4.1 and 4.2 of the Climate Action Plan).

Planning is underway for the second monitoring survey with the Senior Leadership Cohort to track progress against the Climate Action Plan. This survey will help identify achievements and areas for continued focus across the organisation and allow comparison against the first monitoring survey.

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.

The Food Scrap composting trial has been completed, and the contractor has submitted their report. Officers are currently completing a report back to Council that outlines trial outcomes and future options.

Officers are currently working on the Waste Minimisation Education Programme with the Community Services teams, and the Levin Recovery Centre project brief. The project brief and business case are currently being developed and will be presented to ELT/SLC in early September.

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

Officers continue to support the on-going protection and restorations initiatives. A community planting day was held at Foxton Beach in August with around 22 people participated, planting approximately 2,000 spinifex on the foredune.

Green by Nature commenced the Wetland Planting Project on Hokio Sand Road. This significant project involves more than 15,000 plants.

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

Zero Waste Education for July was delivered to St Mary's School and Foxton Beach School. It was pleasing to see that these units were attended by a total of165 students.



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.

Council continues to invest in building capability across people, processes, and technology. Staff have participated in targeted training, induction and exercising programmes designed to strengthen CIMS functions and build confidence in Emergency Operations Centre (EOC) activation. Internal and regional forums have provided opportunities for professional development and shared learning, while regular IMT hui ensure that response roles and responsibilities are well understood. Independent audit of the EOC confirmed a strong level of preparedness, with only minor improvements identified. Investment in technology has further enhanced readiness, with new Starlink units, laptops and tablets now available to support field assessments and resilient communities.

The Emergency Management team continues to support community response groups across the district, providing training, exercising opportunities and welfare guidance. Public education and engagement initiatives, such as preparedness presentations and hazard awareness campaigns, have been well received, strengthening understanding of local risks and readiness actions.

Collaboration with partner agencies, including Neighbourhood Support, Kāpiti Coast District Council and regional welfare forums, has reinforced cross-boundary resilience and enabled a consistent approach to community welfare. Innovative use of communications channels, including social media and locally focused messaging, is also helping to promote preparedness in ways that resonate with our communities.

Council has increased its focus on recovery planning and readiness. Engagement in regional recovery forums and follow-up sessions has helped to clarify roles, identify priority actions and strengthen the alignment between local and regional approaches. Dedicated staff, including our Recovery Manager, are building capability to ensure that recovery can be activated effectively and in a coordinated way when required.

Progress priority business continuity and resilience initiatives.

The Business Continuity Plan (BCP) has been completed and adopted. All strategies for each high-risk process have been completed and included in the adopted plan. 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.

HDC continues to address stormwater hotspots across the district through targeted improvements and monitoring. Recent progress includes:

- Installation of new stormwater flowmeters in Foxton and Foxton Beach to collect accurate data for future flood mitigation planning.
- Investigation and surveying for potential extensions of stormwater outlets at Waitārere Beach.
- Completion of a district-wide LiDAR survey to identify low-lying areas and potential ponding zones, helping prioritise future works.
- Delivery of two tractor pumps in August 2025, procured through the Foxton Climate Change Resilience Project, to support rapid response to large storm events and alleviate ponding or flooding.



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.

Destination Management

- HorowhenuaNZ became eligible and have applied to become an Associate Destination Tourism Office (DTO) with Regional Tourism NZ (RTNZ). This gives us access to all RTO activities (excluding voting rights and board positions) – a big step forward in strengthening our connections and visibility nationally.
- Reached out to Tourism Industry Aotearoa to progress membership. This membership would give us access to shared resources, industry research, advocacy updates, and networking opportunities. The resources are shareable with our operators.
- Obtained access to Marketview electronic card spend data to improve insights and reporting

- Surveyed industry sector to inform the refresh of the Destination Management Plan (DMP).
- Presented refreshed Updated Destination Management Plan to Elected Members at the Council Workshop on 13 August for guidance and feedback ahead of proposed endorsement at September 10 Council Meeting.
- Neat Places agreement signed and finalised, a partnership that will promote Horowhenua restaurants, cafes, shops and galleries to visitors looking for 'neat places' to visit in Aotearoa.
- What's On highlights for June, July and August and Business Spotlight Series profiling Udderly Organic, Horowhenua's food producers and growers and 'your guide to the best pizza in Horowhenua' were published across Meta
- Developed an 'Explore Levin on foot' walking itinerary aimed to help visitors arriving by bus and looking for things to do within walking distance.
- Development of a Visitor industry toolkit underway.

During the period the HorowhenuaNZ website had 14,181 engaged sessions from 22,587 active users and saw 3,979 member referrals (clicks to local businesses and experiences). Visitors to site were engaging most with travel blogs 'accommodation that inspires', 'winter walks and warm treats' and 'kiwi camping', with job vacancies ranking top 7 pages most searched.

Implement the Housing Action Plan priorities.

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 has had a stalling effect as we shift direction and work to bed in the new CHP delivery methodology.

Key focus of the past quarter has been focussed on;

- the completion of stage one of the Levinable project
- further community based housing initiatives targeting accessibility to housing, rather than new housing development
- the completion of revocation processes to release the land surplus to council requirements to housing
- a full review of the council property portfolio with the view to identifying additional parcels of land which may lend themselves towards council consideration for disposal
- private developments which are currently deemed commercially sensitive and thus will not become outcome visible until closer to completion.

Activate the key priorities within the Community Wellbeing Strategy.

A significant highlight for both Council and the Community Wellbeing Committee was the one-year anniversary, in June, of the adoption of *He Hapori Parkari – Strong Communities, Community Wellbeing Strategy 2024–2027*. During the first year of implementation, 89% of year one activities and actions were successfully achieved, reflecting strong collaboration and commitment across Council and the wider community. A further 6.5% of year one activities and actions were either partially completed, or work was still underway.

The Community Wellbeing Committee convened on 13 August 2025 for its final meeting of the year, ahead of the upcoming local elections.

During the reporting period 1 June to 15 August, several key initiatives and events were delivered:

- The Colombian and Venezuelan former refugee communities came together to celebrate Colombian Independence Day with a vibrant celebration showcasing traditional dance and good, strengthening cultural identity and community connections.
- Council's Digital Inclusion Coordinator delivered a series of outreach sessions across the district, supporting older community members to build digital confidence and learn strategies to protect themselves from online scams.
- Three out of four Easy Read and Easy Write workshops have been held. These workshops are designed for those working in community or health organisations and focus on how to communicate using clear, accessible language to better support people with learning difficulties and others. The series is organised by Horowhenua District Council and co-funded by Takiwā and Muaūpoko Tribal Authority.

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

Over the period, Council's communications and engagement focused on key initiatives including water services planning, advocacy on Ō2NL design, promotion of the Pre-election Report, and public engagement on the Foxton Beach Endowment Fund Policy. Highlights included the launch of the refreshed Te Takeretanga o Kura-hau-pō website, progress on the Levin Town Centre Transformation, and the start of the elections campaign alongside the Māori Ward referendum. Campaigns were also rolled out for dog registrations, the Annual Plan, and the resident satisfaction survey. Civic Awards, Youth Excellence, and Community Grants and Funding programmes were promoted.

Digital engagement was strong, with 46,244 sessions on horowhenua.govt.nz, particularly on dog registrations, rates, and waste services. The refreshed Te Takeretanga o Kura-hau-pō website showed encouraging growth, with 65% more engaged sessions (8,166) and 25% more views than the previous period.

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

Foxton and Foxton Beach Community Plan

Four planning workshops were facilitated by Council officers to introduce a framework to members and provide direction and advice to prepare action plans. The purpose of the action plans was to gauge the groups' thoughts and ideas on priorities, tasks, actions and roles of responsibility for each theme identified in the Foxton and Foxton Beach Community Plan on a Page, and to be included in the final version of the Community Plan. Following the workshops, members were tasked with arranging to come together in their respective theme groups, identify a theme lead and for each of the theme leads to bring their action plans to the first Foxton Futures Governance Group meeting scheduled for 28 August 2025. Theme groups have

been proactive in working together to identify the priorities they see will benefit the Foxton and Foxton Beach community. There has been a lot of energy and enthusiasm within these groups as they have met to collaborate and contribute to the community plan.

Shannon Community Plan

The Shannon/Otāuru Community Plan was adopted by Council on 18 June. Since then, the Shannon Community Working Group has wanted to maintain the momentum they've built and continue into developing the Action Plan to bring the priorities in the Community Plan to life. The Group has met twice since adoption to plan the wider public meeting on 28 August, where people who can contribute to actions are warmly encouraged to come along and share how they can contribute.



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.

Council continues to drive forward the Levin Town Centre Transformation Programme, progressing strategic initiatives that serve as catalysts for change and reflect a strong commitment to revitalising Levin's central hub in partnership with the community.

Key developments during this period include:

- A refreshed governance model has been adopted, establishing a Community Steering Group with broader representation. This supports more inclusive decision-making and better reflects the diverse perspectives of iwi, businesses, youth, and residents.
- The Levin Domain is now open to the public during daylight hours. Increased use has been observed, including families, students, and workers utilising the space for recreation and connection. The Domain is becoming a key community asset, aligning with Council's placemaking objectives.
- The Community Steering Group participated in discussions on proposed bus routes for Horowhenua, providing early feedback to regional partners to help shape services that align with local needs and town centre accessibility.
- Commercial negotiations for the sale of the Levin War Memorial Hall and Village Green are progressing, unlocking opportunities for redevelopment. Work is also advancing to seek expressions of interest for the Bath and Salisbury Street Carpark site, a key strategic site in the town centre.
- An internal project alignment group has been established and meets regularly to coordinate efforts across the organisation, ensuring integrated delivery of town centre initiatives.
- Development of a 3D digital model of the Levin Town Centre is underway to support visual storytelling and engagement. The narrative and storyboard are complete, with local footage to be captured as weather permits.

These initiatives demonstrate continued progress in implementing the Levin Town Centre Strategy, with a clear focus on collaborative delivery, future-ready infrastructure, and inclusive community outcomes.

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

A newsletter was sent to Levin Town Centre subscribers to provide an update on Levin Town Centre projects and an opportunity to ask questions or provide feedback. There was some positive feedback both in terms of appreciating the update and work that had progressed but also a range of ideas predominantly ideas relating to the enhancement of the Levin Domain for wider community use other than predominantly rugby fixtures.



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.

Council continues to work alongside project partners to ensure the Ōtaki to North of Levin (Ō2NL) Highway delivers long-term value for the Horowhenua community. The focus remains on securing outcomes that align with Council's strategic priorities, including connectivity, safety, resilience, and inclusive growth.

A key area of ongoing advocacy is the revocation process, which will determine the future role of the current State Highway network following completion of the new expressway.

Council officers have been actively involved in multiple workstreams and governance groups to support this goal. Through regular participation in the Internal Alignment Team, officers are maintaining strong coordination across Council activities. In parallel, engagement continues across forums including the NZTA Owner Team, Ō2NL Owner Interface Manager Group, Systems and Design Group, Project Steering Group, and communications team. These touchpoints ensure consistent input into design elements, alignment with existing Council infrastructure, and a unified message across project stakeholders.

A major area of focus has been collaboration with the Communications and Engagement team to deliver clear, community-facing messages that keep residents informed and involved. Officers are also actively contributing to ongoing design reviews, ensuring proposals are responsive to local priorities and that community concerns are addressed early.

Revocation remains a central consideration in the design and engagement process — particularly in relation to tolling impacts. Officers continue to assess the broader implications of tolling on the local transport network and how this intersects with changes in access, traffic flow, and long-term community mobility. These assessments are shaping both the technical and community-facing aspects of the project.

Recent steps include:

- A joint workshop with NZTA on 15 July to review draft project principles and establish the foundations for continued collaboration.
- A briefing to elected members on 13 August to present the draft revocation principles. These will be refined in partnership with NZTA and brought back on 27 August for further input.

Council's approach embeds revocation within the overall design, and planning framework of the Ō2NL project. This integrated approach positions Council to influence outcomes that protect and enhance local connectivity, manage tolling impacts, and support a smooth transition for communities impacted by road reclassification.

In addition, collaborative work on the East West Arterial has progressed, with the Notice of Requirement now formally lodged, supporting future connectivity into and through Levin.

This work is underpinned by Council's active role in the Legacy Outcomes Rōpū and the adoption of the Legacy Outcome Investment Framework (LOIF) — reflecting a shared commitment with NZTA and project partners to deliver community-aligned outcomes that extend beyond infrastructure delivery.

Championing legacy outcomes.

Council officers continued to be actively involved in the Legacy Outcomes Rōpū and related workstreams, advocating for long-term positive outcomes for the Horowhenua community. This ongoing involvement is helping to ensure local priorities remained central to the Ō2NL project.

In a significant milestone for the district, the NZTA Board officially approved the Ō2NL Expressway project. Key elements of the original consented design were reinstated, including the Manakau overbridge, the full Tararua Road interchange, and the southbound onramp at Taylors Road. This outcome reflected strong, consistent advocacy from Council — with particular thanks to Mayor Bernie Wanden, elected members, and Chief Executive Monique Davidson for their leadership, and to Council officers for maintaining a credible and collaborative voice throughout.

The Ō2NL site office on Tararua Road was formally opened following blessings from both iwi partners, grounding the project in cultural values and reaffirming a shared commitment to tikanga.

The Legacy Outcome Investment Framework (LOIF) and its associated targets were formally adopted by both Project Alliance Boards, reinforcing the focus on long-term community benefit. Officers also collaborated across key workstreams — including design management, the NZTA owner team, and the North Alliance — to ensure legacy considerations were embedded throughout the project.

Construction agreements for the Ōtaki to North of Levin section of the Road of National Significance have been signed with two alliances, marking a key milestone ahead of construction starting this spring.

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

Officers have been actively participating in the Internal Alignment Team to maintain strong internal coordination across Council activities. They continue to engage regularly with NZTA, the project Alliances, and contribute to key forums such as the NZTA Owner Team, Ō2NL Owner Interface Manager group, Systems and Design group, Project Steering Group, and communications team. This ensures consistent input on design elements, seamless integration with existing HDC infrastructure, and alignment on messaging across all stakeholders.

A major focus has been close collaboration with the Communications and Engagement team to develop and deliver clear, targeted key messages to the community, keeping residents informed and involved as the project evolves. Design reviews remain ongoing, with officers scrutinising proposals to address community concerns and ensure long-term benefits. Revocation discussions have taken a front and centre role when assessing project impacts, particularly in relation to tolling, shaping both technical considerations and community conversations.

Officers continue to assess the wider implications of Ō2NL on the local transport network, with a particular focus on the impacts of tolling in relation to revocation, which remains a central consideration in discussions around community and network effects. Collaborative work with NZTA and the Alliances has progressed, with the Notice of Requirement for the East West Arterial now formally lodged.

In the regulatory space, officers have received and processed the draft and final Outline Plan of Works as part of the Ō2NL consent process, with a comprehensive report of recommendations completed. Focus will now shift to the monitoring phase, alongside preparing for receipt and review of the next phase of documentation and consent applications. Technical experts in traffic management, environmental impact, and urban design will continue to support the process to ensure thorough assessment and robust responses.

Horowhenua
DISTRICT COUNCIL

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.

Manaakitanga - **We put our people first** by showing them they matter, through a caring, whānau centric and solutions focused approach.

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.

Matariki Awards

Staff awards recognise and celebrate the hard work, achievements and dedication of staff, which in turn boosts morale, sparks motivation and promotes the one team approach. They also help build a positive workplace culture by showing staff that their contributions are valued and appreciated. In August, the annual Matariki Awards were held which is an opportunity to recognise individuals, teams and projects which have excelled and portrayed the values we stand for. The awards are judged across 13 categories.

WAIPUNARANGI – Pīpīwharauroa / Enhancing Communities

Recognising a programme or initiative which has enhanced the quality of life and/or environment of their community. This could be a project that has contributed to harmonious relationships and stronger community networks, developed local or neighbourhood amenities or strengthened cultural identity.



This year's recipient was the ***Read for Trees Initiative***. A beautifully simple idea has blossomed into one of the district's most inspiring community movements. For every book read, a native tree is planted sparking a love of learning while restoring the whenua. This initiative has grown minds, strengthened whānau connection, and built a legacy of kaitiakitanga in parks across Horowhenua.

Bringing together schools, libraries, tamariki, and local partners, this programme fosters deep cultural identity through mātauranga Māori and action-based learning. It has united people across generations, enhanced local green spaces, and inspired communities to grow together — quite literally.

With every tree planted, the message is clear: change starts with small actions, and when done together, it leaves a lasting legacy. For their creativity, collaboration, and deep care for community, we are proud to acknowledge the team behind Read for Trees.

MATARIKI – Mana Tangata / Shining Leadership

Someone who understands that leadership is an action not a position. Ideal for someone who:

- Champions their people, is motivated to empower and guides them to success
- Is emotionally intelligent and able to effectively adjust their methods and approaches accordingly
- Looks after the mana of their people by showing understanding, encouragement and backing them in order to take a vision to reality.



This award was presented to Rhona Watt, Aquatics Education & Fitness Coordinator. A steady, compassionate presence has quietly transformed one of our most public-facing teams. Through calm guidance, emotional intelligence, and genuine care, this leader has restored confidence and culture within the Swim School, empowering her team to thrive and reconnect with purpose.

She champions professional development, steps in without hesitation when needed, and creates space for others to shine. Whether coaching a new instructor, supporting wellbeing, or guiding challenging conversations, she builds trust by showing up consistently for her team, tamariki, and whānau.

Her leadership has not only strengthened her own team but has also enhanced the experience for our community. Customers talk about the warmth they feel and the professionalism they encounter, reflecting the deep cultural shift she has led.

The positive shift in morale, culture, and customer experience across the swim school is no accident. It is the result of care, commitment, and the belief that leadership is about action. Tonight, we recognise the shining leadership of Rhona Watt.

PŌHUTUKAWA – Pīataata Mai / Dazzling Customer Service

A team or individual who knocks it out of the park with providing a consistently amazing customer service. This could be demonstrated by:

- Continually professional phone or face to face conduct
- Being recognised by their peers for high standards and delivering exceptional service
- Strong relationships built and maintained with contractors, customers and the community.



This award was presented to Sarah Jensen who is someone whose work truly shines — even if she doesn't always seek the spotlight.

She may fly under the radar, but her customer service is nothing short of exceptional. Her professionalism is top-notch, and her phone manner is always calm, clear, and consistently courteous. Whether she's on the phone or face-to-face, bringing a level of care and attention that sets the bar for all of us.

She's has played a key role in supporting change across the team — from training others, implementing water meters and taking on board extra work and sharing water leak and meter queries with Local Waters — all while being that calm, steady presence we know we can rely on.

Across the organisation — and with external stakeholders — she's built strong, trusted relationships. You can hear the rapport in her conversations, and you can see the respect she's earned simply by being her warm, reliable, customer-focused self.

Sarah Jensen truly exemplifies dazzling customer service in everything she does — and we're incredibly lucky to have her.

Horowhenua
DISTRICT COUNCIL

Pūrongo Ahumoni Whakarāpopoto

Financial Summary Report



Statement of Comprehensive Revenue and Expense to 30 June 2025 (unaudited)

	Council Actual $ 30 June 2025 $000	Council Budget $ 30 June 2025 $000	Council Actual $ 30 June 2024 $000	Group Actual $ 30 June 2025 $000	Group Actual $ 30 June 2024 $000
Revenue					
Rates	62,681	62,122	52,533	62,681	52,533
Finance revenue	2,267	–	1,602	2,288	1,624
Grants and subsidies	12,247	14,921	13,218	12,247	13,218
Fees and charges	5,234	3,997	4,131	5,234	4,131
Other revenue	4,983	4,777	5,279	4,983	5,279
Vested assets	2,265	–	1,869	2,265	1,869
Development contributions	1,696	2,150	776	1,696	776
Gain on derivative financial instruments	–	–	–	–	–
Other gains	195	–	329	195	329
Concessionary Loan Discount Income	–	3,239	–	–	–
Total revenue	**91,568**	**91,206**	**79,737**	**91,589**	**79,759**
		362			
Expenditure					
Employee benefit expenses	23,346	21,879	21,277	23,346	21,277
Depreciation and amortisation	22,325	23,385	17,215	22,325	17,215
Finance costs	9,680	7,624	9,056	9,680	9,056
Loss on derivative financial instruments	2,348	–	469	2,348	469
Other losses	3,079	–	2,053	3,079	2,053
Increase / (decrease) in landfill provision	5,015	–	1,468	5,015	1,468
Other expenses	32,812	36,202	33,288	32,825	33,294
Total expenses	**98,605**	**89,090**	**84,826**	**98,618**	**84,832**
Operating surplus / (deficit) before tax	**(7,037)**	**2,116**	**(5,089)**	**(7,029)**	**(5,073)**
		(927)			
Income tax expense	–	–	–	–	–
Operating surplus / (deficit) after tax	**(7,037)**	**2,116**	**(5,089)**	**(7,029)**	**(5,073)**
Write back of revaluation losses on land & buildings	–	–	–	–	–
Surplus (deficit) after tax	**(7,037)**	**2,116**	**(5,089)**	**(7,029)**	**(5,073)**
Surplus/(deficit) attributable to: Horowhenua District Council	(7,037)	2,116	(5,089)	(7,029)	(5,073)

Underlying Operating Result [1]- Our results show that we have achieved underlying net savings of just over $800k, which exceeds our targeted net savings of $300k-$500k. This will mean that we have $800k less net borrowings and it also provides some contingency for Council to respond to unplanned costs in the 2025/26 financial year. This will help move us closer to our goal of increasing our credit rating over the coming years.

[1] *Underlying operating result = Excludes items largely out of our control; rates, depreciation, interest, development contributions, derivative gains/losses, gains/losses on sales, capital grants/subsidies, fair value movement, overheads, and vested assets. Also, excludes debt funded expenditure.*

Explanations of significant variances on Statement of Comprehensive Revenue and Expense

Rates Revenue favourable - due to rating units growth coming in higher than expected/budgeted.

Net Interest favourable – this saving has been achieved through close monitoring of interest rate and the reduction in borrowings requirements for 2024/25 year due to the change in capital programme.

Grants and Subsidies unfavourable - largely due to reduced funding from NZTA Waka Kotahi, which is offset by lower spending agreed by Council. There was also a delay in CIP funding with changes in the timing of the associated capital projects**.**

Fees and Charges favourable - This is mainly due to income for consenting coming in higher than planned and additional waste rebate received. The remaining waste rebate levy money (minus relevant costs) was put into a reserve fund. This Council created reserve is shown in the Statement of Reserve Funds.

Vested assets favourable – this is usually unbudgeted due to uncertainty of value and timing, relates to certain infrastructure and land that developers transfer to Council as a condition of planning or subdivision consents.

Employee Benefit Expenses unfavourable – mainly due to the Local Water Team brought in-house in November 2024, this is offset by favourable in Maintenance and Other Expenses.

Loss on Derivative financial instruments 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.

Other losses unfavourable – this is usually unbudgeted due to uncertainty of value and timing, relates to loss on disposal of Property Plant and Equipment.

Increase/(decrease) in landfill provision unfavourable – the increase in the landfill provision is due to the inclusion of the trade waste costs associated with leachate management now able to be included in the provision. Previously they were part of the operating costs for the landfill.

Other Expenses favourable – mainly due to the Local Water Team brought in-house in November 2024, this is offset by unfavourable in Employee Benefit Expenses. There was also savings identified in professional services and other areas as a result of the $300k-$500k targeted net savings.

Statement of Financial Position to 30 June 2025 (unaudited)

	Council Actual $ 30 June 2025 $000	Council Budget $ 30 June 2025 $000	Council Actual $ 30 June 2024 $000	Group Actual $ 30 June 2025 $000	Group Actual $ 30 June 2024 $000
ASSETS					
Current assets					
Cash and cash equivalents	15,192	4,302	11,482	15,240	11,514
Debtors and other receivables	12,856	5,127	9,286	12,856	9,286
Prepayments	1,352	–	1,399	1,352	1,399
Inventories	133	–	32	133	32
Derivative financial instruments	143	–	707	143	707
Other financial assets	44,569	3,501	22,764	44,569	22,764
Non-current assets held for sale	1,942	–	–	1,942	–
Total current assets	**76,187**	**12,931**	**45,670**	**76,235**	**45,702**
Non-current assets					
Plant, property and equipment					
Operational assets	81,339	88,530	82,075	81,339	82,075
Infrastructural assets	807,961	795,241	797,608	807,961	797,608
Restricted assets	97,504	96,765	97,962	97,504	97,962
Intangible assets	1,387	2,306	1,196	1,387	1,196
Forestry assets	1,446	1,194	1,411	1,446	1,411
Commercial Property	3,015	1,300	2,500	3,015	2,500
Derivative financial instruments	159	–	618	159	618
Other financial assets:					
Investments in CCO's & similar entities	204	–	204	204	204
Investments in associates	72	–	51	72	51
Other	5,967	4,848	3,748	5,967	3,748
Total non-current assets	**999,055**	**990,184**	**987,374**	**999,055**	**987,374**
Total assets	**1,075,242**	**1,003,115**	**1,033,043**	**1,075,290**	**1,033,075**
LIABILITIES					
Current liabilities					
Payables and deferred revenue	19,023	15,765	16,900	18,664	16,532
Provisions	2,187	1,516	1,498	2,187	1,498
Employee benefit liabilities	2,070	1,852	1,946	2,070	1,946
Derivative financial instruments	490	6	–	490	–
Borrowings and other financial liabilities	59,000	28,992	43,000	59,000	43,000
Total current liabilities	**82,770**	**48,132**	**63,344**	**82,411**	**62,976**
Non-current liabilities					
Provisions	12,621	8,638	9,099	12,621	9,099
Employee benefit liabilities	496	472	537	496	537
Borrowings and other financial liabilities	181,000	161,052	159,000	181,000	159,000
Derivative financial instruments	983	–	148	983	148
Total non-current liabilities	**195,100**	**170,162**	**168,784**	**195,100**	**168,784**
Total liabilities	**277,870**	**218,293**	**232,128**	**277,511**	**231,760**
NET ASSETS	**797,371**	**784,822**	**800,915**	**797,778**	**801,315**
EQUITY					
Retained earnings	234,106	256,177	241,740	234,514	242,140
Revaluation reserves	553,267	518,636	549,773	553,267	549,772
Other reserves	9,999	10,009	9,402	9,999	9,402
Total equity	**797,371**	**784,822**	**800,915**	**797,779**	**801,315**
Total equity attributable to:					
Horowhenua District Council	797,371	784,822	800,915	797,779	801,315
Total equity	**797,371**	**784,822**	**800,915**	**797,779**	**801,315**

Explanations of significant variances on Statement of Financial Position

Cash and cash equivalent – We held more cash than expected at 30 June 2025. This aligns with 2023/24 cash balance.

Debtors and other receivables – The higher balance relates to invoices generated for grants/subsidies to central government agencies for better off funding and CIP funding at balance sheet date (30 June 2025). There was also higher than budgeted outstanding property rates because of rate payers struggling with the cost-of-living increases.

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.

Non-current assets held for sale – There are two assets held for sale at 30 June 2025. They are Levin War Memorial Hall and Foxton Memorial Hall.

Property Plant and Equipment – A full financial valuation was undertaken for Council's operational and restricted assets resulting in a valuation uplift.

Payables and deferred revenue – The increase is due a higher level of capital work and operational work occurring in the last two months of the year and not being paid until quarter 1 in 2025/26 financial year. There was also more income in advance Council held.

Borrowings and other financial liabilities – the increase reflects the borrowing for pre-funding purposes $43m. This was not budgeted. Net debt sits at $174m as at 30 June 2025.

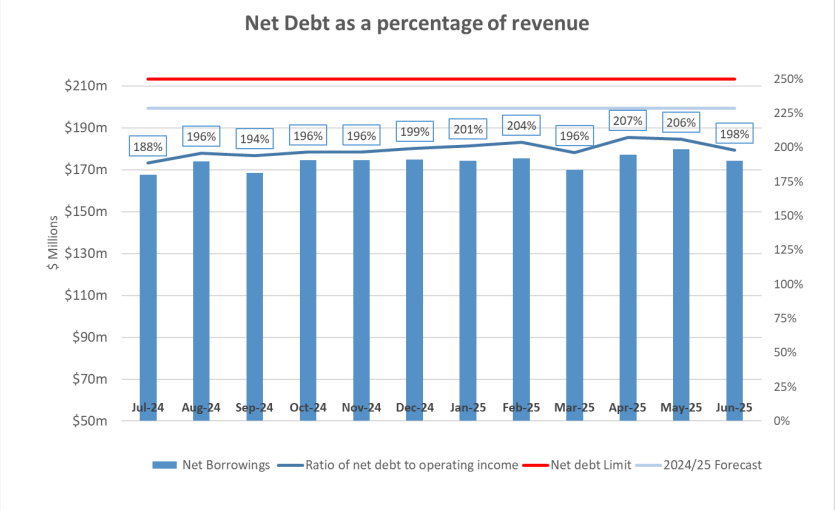
Provisions – this relates to the provision for landfill aftercare costs. The increase in the landfill provision is due to the inclusion of the trade waste costs associated with leachate management now able to be included in the provision. Previously they were part of the operating costs for the landfill.

Derivative financial instruments - The Council uses derivative financial instruments in the form of interest rate swaps to manage interest rate risks arising from borrowing activities. The positive value in assets reflects a higher potential benefit from the swaps we hold. The lower derivative liability reflects a lower potential obligation or loss from the swaps we hold.

Treasury update to 30 June 2025

As at 30 June 2025, Council had $240 million of current external debt (net debt of $174 million), up from $202 million at the end of June 2024, and up from $212m from last quarter. Council also holds $43.350 million on Term Deposit of which $43 million is pre-funding to repay debt coming due this financial year. In addition, Council has a $7M BNZ facility, and a $20M facility with the LGFA.

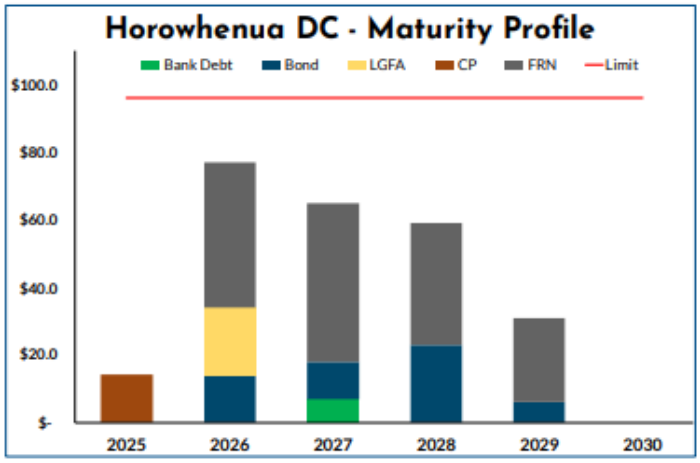
Our net debt (total borrowings less term deposits, borrower notes and cash) at 30 June 2025 was $174 million, equating to 198% of operating income - below the limit of 250% set out in the 2024-44 Long Term Plan for 2024/25, and below the budgeted level of 229% due to a net reduction in capital programme of $5 million.



Net interest against budget is depicted in the table below. Due to close monitoring in place for the 2024/25 financial year of the interest rate market, the net interest is $211k favourable against budget. Our average cost of funds as at 30 June 2025 was 3.77%.

	Actual as at 30 June 2025	2024/25 Budget	Variance
Interest Revenue	$2.267m	-	$2.267m
Interest Expense	$9.680m	$7.624m	$2.056m
Net Interest	**$7.413m**	**$7.624m**	**$0.211m favourable**

Our debt maturity profile (which includes the forward starting debt) is depicted in the graph below and indicates a good spread of maturities between 2025 and 2029. Council is compliant with Section 4.6 of the Liability Management Policy ("LMP"), which governs its funding risk management activities.


Horowhenua DC - Maturity Profile
Bank Debt
Bond
LGFA
CP
FRN
Limit
$100.0
$80.0
$60.0
$40.0
$20.0
$-
2025
2026
2027
2028
2029
2030

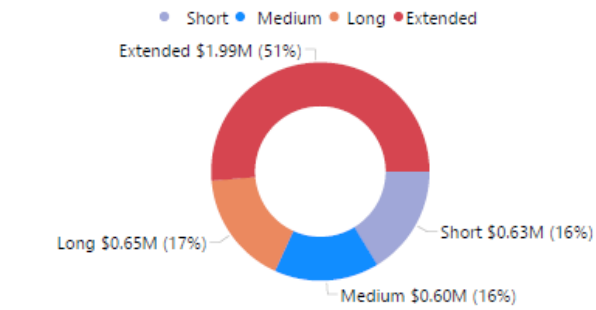
Rates Debt Management Overview

30 June 2025

Latest Arrears Quarter

$3.87M

Overall Arrears As Of Latest Quarter



Short Term Arrears with 1-2 consecutive Arrears behind from latest Quarter

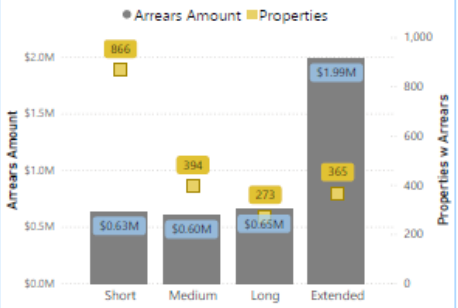
Medium Term Arrears with 3-4 consecutive Arrears behind from latest Quarter

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	30 June 2023		30 June 2024		30 June 2025	
Rate Zone	Arrears	Properties	Arrears	Properties	Arrears	Properties
Foxton	$190,623	146	$311,891	156	$439,514	184
Foxton Beach	$232,703	146	$180,317	130	$280,394	147
Hokio Beach	$94,586	23	$112,363	21	$146,924	29
Levin	$820,336	817	$1,124,022	689	$1,402,999	828
Manakau	$4,812	7	$4,432	4	$3,434	4
Non Rateable	$9,378	2	$12,712	8	$4,979	5
Ohau	$15,137	16	$21,369	17	$19,286	13
Rural Farming	$220,536	106	$344,616	163	$389,713	164
Rural Other	$302,315	237	$439,929	282	$604,871	309
Shannon	$242,000	89	$325,383	99	$417,099	101
Tokomaru	$20,086	16	$26,365	21	$32,592	20
Utilities	$6,032	1	$581	1	$1,266	1
Waikawa Beach	$7,715	8	$21,056	21	$17,991	19
Waitarere Beach	$56,635	71	$95,436	78	$108,059	74
Total	$2,222,893	1685	$3,020,472	1690	$3,869,121	1698

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

$2.64M

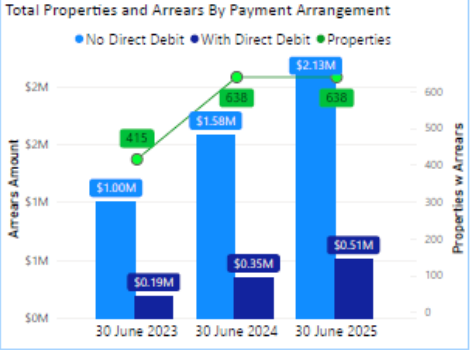
Overall Long Term and Extended Arrears As Of Latest Quarter

Arrangement Status	No Direct Debit		With Direct Debit		Total	
Rate Zone	Arrears	Properties	Arrears	Properties	Arrears	Properties
Levin	$648,867	164	$235,885	106	$884,751	270
Rural Other	$318,495	79	$76,251	27	$394,746	106
Shannon	$299,770	32	$51,059	10	$350,829	42
Foxton	$222,425	47	$92,692	21	$315,117	68
Rural Farming	$282,489	63	$20,898	5	$303,388	68
Foxton Beach	$139,121	25	$16,392	6	$155,513	31
Hokio Beach	$132,213	12	$4,029	2	$136,241	14
Waitarere Beach	$53,592	19	$11,022	6	$64,614	25
Tokomaru	$11,777	5	$2,457	1	$14,234	6
Ohau	$11,479	4	$902	1	$12,381	5
Non Rateable	$3,370	1			$3,370	1
Manakau	$1,502	1			$1,502	1
Waikawa Beach	$724	1			$724	1
Total	$2,125,824	453	$511,585	185	$2,637,410	638

$0.51M

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

Total Properties and Arrears By Payment Arrangement



Horowhenua
DISTRICT COUNCIL

Performance Measures



2024/25 Statement of Service Performance (SSPs)

Summary

Status		
Achieved	30	
Not Achieved	17	
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 now is 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 now also report on (j) D3.29 Microbiological Monitoring, which is reported within Bacterial compliance measure (SSP-WS1).

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
SSP-WS1	Safe water supply*.	Council's drinking water supply complies with the following parts of the drinking water quality assurance rules[2] (h) T3 Bacterial Rules; and		**Not Achieved** 2024-25 FY end results Water supply: June 2025 — 2024/25 or YTD (for future) Area & Serviced Population: June 2025 — 2024/25 or YTD (for future)

[2] 2024-2044 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 2024.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
		(j) D3.29 Microbiological Monitoring Rule[3] in Levin Shannon Foxton Foxton Beach Tokomaru	 Achieve Achieve Achieve Achieve Achieve	

*Serviced population is estimated as per 2023 census (Total: 30,175)			
Levin *20,849	Chlorination	All met	All met
	UV	All met	All met
	Microbiological monitoring	All met	Almost met
Shannon *1,819	Chlorination	All met	All met
	Microbiological monitoring	All met	Almost met
Foxton *3,234	Chlorination	All met	All met
	Microbiological monitoring	All met	Almost met
F Beach *3,775	Chlorination	All met	All met
	Microbiological monitoring	All met	Almost met
Tokomaru *497	Chlorination	All met	All met
	UV	All met	All met
	Microbiological monitoring	All met	Almost met

Notes: Bacterial compliance
The supply is reporting against T3.1-6 chlorine and/or UV disinfection for bacterial treatment compliance reached full compliance with all targets met for the year, giving 100% compliance for these rules.

The supply is reporting against D3.29 E. coli and coliforms monitoring and reporting for compliance. One sample set was missed. It was carried out by HDC and arrived on time, and in order at the lab, however, was not processed. This breached reporting on one occasion for one week due at the end of December. Therefore, compliance as calculated as 1/52 giving= 98% compliance – almost met.

[3] (j) monitors end point sampling frequency for Coliform and E. coli.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved

Notes: Microbiological Monitoring – positive result (NZ drinking water standards breach).

Foxton Beach:

- Coliform detected at Foxton Beach in Oct 2024, cross contamination at Boat club from high winds when sampling.
- Low FACe at end points Foxton Beach. Non-compliant in distribution end points. The dead-end at Marine Parade North has been looped to allow more flow and a fresher supply. Regular flushing is undertaken. This has improved the result, but further ongoing flushing is required.
- Foxton Beach chlorination was compliant for July 2024 and marked not compliant in the last reporting end of Aug 2024, low FACe means it was not compliant for distribution rules D3, this error has been fixed 15 October 2024.

All Supplies:

Samples due in the final week of December were taken as per schedule, transported to the service provider, left in the chilly bins (not sampled by the service provider, then returned to the Levin depot one day after the minimum interval (no more than 9 days between sampling). Taumata Arowai and the service provider were both notified of this breach at this time. Process steps at the lab will ensure this does not happen again.

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

Ref	Service	How performance is measured	Target	Achieved/Not Achieved

Foxton Beach	2	2		
Tokomaru	0	0		
TOTAL	**2**	**2**		

Notes Bacterial Notifications: 2
Coliform and E. coli recorded at Foxton Beach Distribution network. One sample at the fountain was unverified but assumed as a positive. The other was the boat club.

Response E. coli and coliform samples: 2
Investigations and notifications, all cross-contamination events no risk to supplies – extensive investigations are always carried out at first notice of breach, there were no further positive samples, and this result was put down to high equinox winds contaminating the sample.

SSP-WS2 — Safe water supply*.

Council's drinking water supply complies with the following parts of the drinking water quality assurance rules[4]
(i) T3 Protozoal Rules.
in

	Target
Levin	
Shannon	Achieve
Foxton	Achieve
Foxton Beach	Achieve
Tokomaru	Achieve
	Achieve

Achieved

2024-25 FY end results

Water supply / Area & Serviced Population		June 2025	2024/2025
*Serviced population is estimated as per 2023 census (Total: 30,175)			
Levin *20,849	Filtration	All met	All met
	UV	All met	All met
Shannon *1,819	Filtration	All met	All met
Foxton *3,234	Filtration	All met	All met
F Beach *3,775	Filtration	All met	All met
Tokomaru *497	Filtration	All met	All met
	UV	All met	All met

[4] 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 2024.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
				Protozoal Notifications to Taumata Arowai (unsafe supply of water) Area | Notifications | Comments Levin | 0 | Compliance Shannon & Mangaore | 0 | Compliance Foxton | 0 | Compliance Foxton Beach | 0 | Compliance Tokomaru | 0 | Compliance **TOTAL** | **0** | Compliance
SSP-WS3	Drinking water that tastes and looks satisfactory*.	The total number of complaints received about any of the following (expressed per 1,000 connections): Drinking water clarity; Drinking water taste; Drinking water odour; Drinking water pressure or flow; Continuity of supply; and Council's response to any of these issues. Total:	1 1 1 1 1 1 ≤ 6	**Not Achieved** 2024-25 FY end results Description | Target per 1,000 connections | Result per 1,000 connections | No. of complaints Clarity | 1 | 1.44 | 20 Taste | 1 | 0.14 | 2 Odour | 1 | 0.07 | 1 Pressure of flow | 1 | 3.16 | 44 Continuity of supply | 1 | 6.25 | 87 Council's response | 1 | 0.07 | 1 **Total** | **≤ 6** | **11.14** | **155** Description | No. of connections D-EH1 Number of residential connections in the drinking water network as at 1 July 2024 | 12,950 D-EH2 Number of non-residential connections in the drinking water network as at 1 July 2024 | 967 Number of rated connections as at 1 July 2024 | 13,917
SSP-WS4	Response to faults*.	The median time from the time that Council		**Achieved** 2024-25 FY end results

<table>
<tr><th>Ref</th><th>Service</th><th>How performance is measured</th><th>Target</th><th>Achieved/Not Achieved</th></tr>
<tr><td></td><td></td><td>received notification, to the time that service personnel:

Reach the site for urgent 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.</td><td>< 1 hour

< 8 hours

< 3 days (72hrs)
< 3 days (72hrs)</td><td>
<table>
<tr><th>Description</th><th>Median target</th><th>Median result</th><th>Comment</th></tr>
<tr><td>Reach the site for urgent[5] call-outs</td><td>< 1 hour</td><td>34 minutes</td><td>Achieved</td></tr>
<tr><td>Resolution of the fault or interruption of urgent call-outs</td><td>< 8 hours</td><td>1 hour 59 minutes</td><td>Achieved</td></tr>
<tr><td>Reach the site for non-urgent call-outs</td><td>< 3 days</td><td>18 hours 12 minutes</td><td>Achieved</td></tr>
<tr><td>Resolution of the fault or interruption of non-urgent call-outs</td><td>< 3 days</td><td>21 hours 6 minutes</td><td>Achieved</td></tr>
</table>
Note: With the Local Waters team moving in-house in November 2024 and having to learn new processes, results may not be 100% accurate. Training was provided to the team to reduce this risk.</td></tr>
<tr><td>SSP-WS5</td><td>Water supply is sustainable*.</td><td>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.</td><td>≤ 350 lpcd</td><td>Achieved

2024-25 FY end results
<table>
<tr><th>Quarter 1 result
1 July – 30 Sept</th><th>Quarter 2 result
1 Oct – 31 Dec</th><th rowspan="2">2024/2025 Results or YTD Results (for future reporting)</th></tr>
<tr><td>343L/person/day</td><td>364L/person/day</td></tr>
<tr><th>Quarter 3 result
1 Jan – 31 March</th><th>Quarter 4 result
1 April – 30 June</th><td rowspan="2">263L/person/day</td></tr>
<tr><td>287L/person/day</td><td>221L/person/day</td></tr>
</table>
<table>
<tr><th>Description</th><th>Results</th></tr>
<tr><td>Water supplied to the drinking water network (m^3/year)</td><td>4,857,372m^3</td></tr>
<tr><td>Non-residential (business) water use (m^3/year)</td><td>436,494m^3</td></tr>
<tr><td>Total population served by the drinking water network</td><td>Estimated 30,617 people (calculated at 2.2 x connections)</td></tr>
</table></td></tr>
</table>

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

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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"	**Not Achieved** 2024-25 FY end results – averaged for year.

Developed Countries Infrastructure Leakage Index (ILI) range	BAND	Calculated ILI for this System	General description of Real Loss Management Performance Categories for Developed and Developing Countries
Less than 2	A		Further loss reduction may be uneconomic unless there are shortages; careful analysis needed to identify cost-effective improvement
2 to < 4	B		Potential for marked improvements; consider pressure management, better active leakage control practices, and better network maintenance
4 to < 8	C		Poor leakage record; tolerable only if water is plentiful and cheap; even then, analyze level and nature of leakage and intensify leakage reduction efforts
8 or more	D		Very inefficient use of resources; leakage reduction programs imperative and high priority

Supply	Snapshot – Infrastructure Leakage Index	Outcome
Levin	C (4.69)	Not Achieved
Shannon & Mangaore	B (2.45) B (3.7)	Achieved Achieved
Foxton	B (2.31)	Achieved
Foxton Beach	A (0.32)	Achieved
Tokomaru	B (2.28)	Achieved

Supply	Estimated loss	Water Supplied (m^3/year)
Levin	Cannot report	3,992,643m^3
Shannon & Mangaore	Cannot report	231,019m^3
Foxton	Cannot report	295,606m^3
Foxton Beach	Cannot report	285,396m^3
Tokomaru	Cannot report	52,708 m^3

Estimated total drinking water network water loss (m^3/year): Cannot report

Levin	Cannot report
Shannon and Mangaore	Cannot report
Foxton	Cannot report
Foxton Beach	Cannot report
Tokomaru	Cannot report

Water supplied to the drinking water network (m^3/year): 4,857,372m^3

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
				Real water loss from the reticulations system: Monthly leakage totals were not calculated for the 2024/25 financial period but will be factored into reporting from the 2025/26 financial year as per the DIA guidance which became available in June 2025. **Note:** For Horizons consent compliance 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	**Achieved** 2024-25 FY end results 2024/2025 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	Achieved/Not Achieved
SSP-WW1	Reliable wastewater	The number of dry weather wastewater overflows from the	≤ 2	**Achieved**

<table>
<tr><th>Ref</th><th>Service</th><th>How performance is measured</th><th>Target</th><th>Achieved/Not Achieved</th></tr>
<tr><td></td><td>collection and disposal*.</td><td>wastewater system per 1,000 connections.</td><td></td><td>2024-25 FY end results<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>1.25</td><td>16</td></tr></table>Number of connections as at 1 July 2024: 12,817.</td></tr>
<tr><td>SSP-WW2</td><td>Council provides a good response to wastewater system faults reported*.</td><td>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*.

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*.</td><td>< 1 hour

< 12 hours</td><td>Achieved

2024-25 FY end results<table><tr><th>Target Response Time</th><th>Result Response Time</th></tr><tr><td>< 1 hour</td><td>15 minutes</td></tr><tr><th>Target Resolution Time</th><th>Result Resolution Time</th></tr><tr><td>< 12 hours</td><td>3 hours and 25 minutes</td></tr></table>Note: with the Local Waters team moving in-house in November 2024 and having to learn new processes, year to date results may not be 100% accurate. Training was provided to the team in November and December to reduce this risk.</td></tr>
<tr><td>SSP-WW3</td><td>The service is satisfactory*.</td><td>The total number of complaints received (expressed per 1,000 connections to the wastewater system) regarding:

Wastewater odour;
Wastewater systems faults;
Wastewater system blockages;
and Council's response to issues with its wastewater system.

Total number of complaints received about any of the above.</td><td>

< 4
< 6
< 8
< 4

< 22</td><td>Not Achieved

2024-25 FY end results<table><tr><th></th><th>Per 1,000 connections</th><th>Total No. of complaints</th><th>Comments</th></tr><tr><td>Odour</td><td>2.65</td><td>34</td><td>Achieved</td></tr><tr><td>Faults</td><td>1.64</td><td>21</td><td>Achieved</td></tr><tr><td>Blockages</td><td>10.30</td><td>132</td><td>Not Achieved</td></tr><tr><td>Council's response</td><td>0.08</td><td>1</td><td>Achieved</td></tr><tr><td>Total</td><td>14.67</td><td>188</td><td>Achieved</td></tr></table>Number of connections as at 1 July 2024: 12,817.</td></tr>
</table>

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
SSP-WW4	Safe disposal of wastewater*.	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 wastewater system.	 0 0 0 0	**Not Achieved** 2024-25 FY end results 2024/2025 Abatement Notices: 1 Infringement Notices: 0 Enforcement Orders: 0 Convictions: 0 **Note:** One Abatement notice received end July 2024 for Tokomaru WWTP. Frequency of working group meetings not met. New schedule of meetings arranged.

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

Stormwater

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
SSP-SW1		Number of flooding events that occur in the District.	< 5 per year	**Achieved** 2024-25 FY end results 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	**Achieved** 2024-25 FY end results Target: 2 or less; Result: 0; Per 1,000 connections: 0; Habitable floors affected: 0 Number of connections as at 1 July 2024: 13,623.
SSP-SW3	Response to faults*.	The median response time to attend a flooding event, measured from the time that Council receives notification	< 1 hour	**Achieved** 2024-25 FY end results

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
		to the time that service personnel reach the site.		<table><tr><th>Target</th><th>Result</th><th>Comment</th></tr><tr><td>< 1 hour</td><td>0</td><td>No flooding events</td></tr></table>
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	**Achieved** 2024-25 FY end results <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>2.5</td><td>34</td></tr></table> Number of connections as at 1 July 2024: 13,623.
SSP-SW5	A sustainable stormwater service*.	The number of: Abatement Notices; Infringement Notices; Enforcement Orders; and Convictions received by Council in relation to Horizons Regional Council resource consents* for discharge from its stormwater system**.	 0 0 0 0	**Achieved** 2024-25 FY end results <table><tr><th></th><th>2024/2025</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>

*These performance measurements are provided by the Department of Internal Affairs, and they are mandatory.
**Currently there is no discharge consent for Levin's stormwater to Lake Horowhenua.

Land Transport

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Achieved** 2024-25 FY end results

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
				There have been 14 death or serious injury crashes in the local road network, 1 less than the 15 crashes which occurred in 2023/24.	
SSP-LT2	Roads in good condition*.	The average quality of ride on a sealed local road network measured by smooth travel exposure.	Minimum 85%.	**Achieved** 2024-25 FY end results Smooth Travel Exposure is 91% as at 30 June 2025.	
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.	**Not Achieved** 2024-25 FY end results 2.8% of the network was sealed in 2024/25. Roads have been carried over to 2025/26 due to delays in sealing by the contractor.	
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.	**Not Achieved** 2024-25 FY end results 96.76% of footpaths were in excellent to average condition and 3.24% 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%	**Not Achieved** 2024-25 FY end results 94.5% (1,222/1,293) requests relating to roads and footpaths were responded to within 15 working days. **Note:** During the 2024/25 Christmas and New Year period, the Contractor completed the CRMs; however, they remained open until their administration staff returned to work. This led to them being reported as overdue CRMs.	
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.	Determine the baseline and	**Not Achieved** 2024-25 FY end results	

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
			Increase year on year.	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.

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

Solid Waste

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
SSP-SD1	Ensuring the health, safety and wellbeing of our community by collecting refuse and recycling in a timely and sanitary manner.	Number of legitimate complaints[6] Recycling bins Kerbside collection.	Recycling: 5 legitimate complaints per 1,000 bins issued annually Kerbside collection: 1 legitimate complaint per 800 bags sold annually.	**Achieved** 2024-25 FY end results Target permitted 5 per 1,000 bins / No. of legitimate complaints / No. of complaints per 1,000 bins **Recycling** *79 permitted for 2024/25 / 61 / 3.83 Number of bins: 15,919 *Target calculation: (15,919/1,000) x 5 = 79.59 Result calculation: (61/15,919) x 1,000 = 3.83 Target permitted 1 per 800 bags / No. of legitimate complaints / No. of complaints per 800 bags **Kerbside collection** *70 permitted for 2024/2025 / 32 / 0.46 Number of bags sold as of 30 June 2025: 56,200 *Target calculation: (56,200/800) x 1 = 70.25 Result calculation: (32/56,200) x 800 = 0.46

[6] 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	Achieved/Not Achieved
SSP-SD2	Embedding circular thinking into our waste management systems.	Meet the targets set in the Waste Management Minimisation Plan (WMMP).	100% of targets.	**Not Achieved** 2024-25 FY end results 67% of the 12 targets have been met as set in the Waste Management Minimisation Plan (WMMP). **Note:** The Council has a 6-year period to meet these other targets. There is a risk that if a 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.

Community Facilities

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Achieved** 2024-25 FY end results

Month	No of opportunities
Target	500 p/m
July 2024	1,045
Aug 2024	1,151
Sept 2024	1,043
Oct 2024	990
Nov 2024	1,123
Dec 2024	886
Jan 2025	301
Feb 2025	1,027
March 2025	1,128

[7] Such as swimming lessons, training, competitions, events and fitness classes.
[8] Swim schools, clubs, organisations

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
				April 2025: 942 May 2025: 1,006 June 2025: 914 **Total 2024/25: 11,556**
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.	**Achieved** 2024-25 FY end results The community had access to a minimum of 3.5 resources per capita • 65,801 physical resources • 67,722digital resources (owned) Measured by 38,000 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%	**Achieved** The Annual Customer Satisfaction Survey result showed that 93.9% of residents and non-residents were satisfied with library and community service.

Community Infrastructure

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Achieved** 2024-25 FY end results 96% (22/23) playgrounds were inspected by a suitably qualified person. Muaūpoko Park closed and not inspected. 100% failures identified during previous inspections were actioned before the next inspection. No failures were identified during the latest inspection.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
SSP-CI2	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.	Parks and reserves maintenance contracts are administered and monitored on a regular basis, as per contract specifications.	Achieve	**Achieved** 2024-25 FY end results 95% (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.	**Not Achieved** 2024-25 FY end results One complaint was made about sports ground availability, and no complaints were made about sport ground conditions.	
SSP-CI4	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.	Public toilet maintenance contracts are administered and monitored on a regular basis, as per contract specifications.	Achieve	**Achieved** 2024-25 FY end results 97% (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 Achieved** 2024-25 FY end results There was a continuous availability of 6.7% of developed plots (of any type) across the district's cemeteries at any given time. Availability increased over the year due to additional beams created at Levin & Foxton cemeteries with further work scheduled for 2025/26.	

Representation and Community Leadership

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
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.	**Achieved** 2024-25 FY end results 113 opportunities were provided for the community to influence decision-making.	
SSP-RCL2	We are 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.	**Not Achieved** 2024-25 FY end results • 100% of Council agendas were available on the website two working days prior to the relevant meeting Council and • 81% of Council meeting minutes were available on the website two working days after the relevant meeting. Of the 42 minutes 8 were published on the website late.	
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.	**Achieved** 2024-25 FY end results 100% of strategic projects, plans and corporate documents developed and delivered contributed to our Community Outcomes. **Activating the Levin Town Centre** • Council voted to sell the Levin War Memorial Hall and Village Green properties to The Wellington Company Ltd for redevelopment after requesting an additional step to provide iwi partners' further opportunity to assess the proposal.	

[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	Achieved/Not Achieved	
				• Preparation of Draft Access and Car Parking Strategy for Levin Town Centre. • Engaged THCL to provide a Retail Transformation strategy and plan. • Work has begun on a 3D digital visualisation of the Levin Town Centre. **Annual Plan 2025/26** • Annual Plan budget and consultation approach agreed by Council – 11 Dec 2024. • Annual Plan 2025/26 and Fees and Charges Schedule 2025/26 adopted – 14 May 2025. • Rates set by Council – 25 June 2025. **Annual Report 2023/24** • Annual Report Adoption within statutory timeframe – 30 Oct 2024. • Annual Report clean Audit Report received – 30 Oct 2024. **Climate Action Plan** • Climate Action Plan adopted – 27 Nov 2024. **District Plan Changes** • District Plan Changes are on track – namely Plan Change 6A (North West Levin) is expected to be notified for further submissions in in August, following the first round of submissions in April 2025. • The District Planning and Growth steering group confirmed the scope of the 'omnibus' plan change.). **Foxton and Foxton Beach Community Plan** • Foxton Community Plan developed with high level of community engagement; this has resulted in successful adoption of the Community Plan but also a refreshed Foxton Futures Group, with new members engaged in defining the action plan to bring the Community Plan to life. **Shannon/Otāuru Community Plan**	

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
				• Shannon/Otāuru Community Plan developed in community-led process, receiving wide response to engagement (18.5% population), presented to a Council Workshop then adopted by Council, in Shannon, on 18 June 2025.

Community Support

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Achieved** 2024-25 FY end results As this is a new measure, a baseline was created in 2024/25 to allow for reporting at the end of the 2025/26 financial year. Baseline for 2025/26: 65 new Full Time (FT) staff joined the organisation between 1 July 2024 and 30 June 2025. Below are the stats of how our 65 new FT employees' training are progressing: • 59 (90.76%) have completed CDEM Induction • 45 (69.2%) have completed the Foundation course • 22 (33.85%) have completed the Intermediate course within 1 year of commencing. • 45 (69.23%) staff have attended Function courses

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
SSP-CS2	We are able to continue to operate during high impact emergency events.	Complete a comprehensive Emergency Operations Centre (EOC) capability audit[11] every two years to ensure compliance with the Civil Defence Emergency Management (CDEM) Act 2002.	An audit is conducted every two years.	**Achieved** 2024-25 FY end results A comprehensive Emergency Operations Centre (EOC) capability audit was carried out on 15 May 2025 by Toa Consulting. The EOC Audit Report was received from Toa Consulting on 20 June 2025. The report was complimentary of the EOC Capability noting that *"Horowhenua District Council is well set up to manage and coordinate emergencies in their district"*.
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 Achieved** 2024-25 FY end results None of the community organisations receiving funds for essential services fulfilled monitoring and reporting obligations. Reports were due on 31 July 2025, the due date falling within the new financial year. Going forward, the due date for reporting will be set for 30 June to allow for reporting on this SSP.
SSP-CS4	Collaboration with and advocacy (including business development and new business investment in the Horowhenua District) for all sectors of local business.	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%	**Not Achieved** 2024-25 FY end results The Annual Customer Satisfaction Survey result showed that 43% of the District's Businesses were satisfied, or more than satisfied, with Council's support to local businesses and overall performance in the Economic Development activity. Results / 2024/25 / 2023/24 Very satisfied: 2 / 5 Satisfied: 17 / 13 Neutral: 22 / 31 Unsatisfied: 3 / 5

[11] This audit must be conducted by an independent suitably qualified person.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
				Very unsatisfied: 0 1 Total 44 55 There is a large number of respondents who opted for neutral. The number of respondents who opted for unsatisfied or very unsatisfied improved from a total of 6 last year to 3 for this financial year.	
SSP-CS5	Providing opportunities for local businesses and the local community to understand business support and economic development initiatives available.	Number of opportunities[12] provided by Council.	≥ 30	**Achieved** 2024-25 FY end results 170 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 24 events and 146 communication posts (website, news, social media posts, or other).	

Regulatory Services

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
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 Achieved** 2024-25 FY end results 79% (176/224) resource consent applications were processed within statutory timeframes. The level of compliance with statutory timeframes increased throughout the year as additional measures were put in place to drill down into and review the reasons for consents going over timeframes and address these. More than 50% of consents that were issued over statutory timeframes were lodged in previous financial years and are likely to reflect on	

[12] Networking events, social media posts, case studies, other comms, other events etc.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
				historic issues with resourcing and workloads. Approximately 88% of consents applied for and issued in 2024/25 were issued within statutory timeframes. The impact of improved processes is not immediate due to the time it can take for consents to work through the process. It is anticipated that performance will continue to improve next year.
SSP-RS2	Carry out Building Consent Authority functions including enforcement of legislation relating to construction of buildings and structures.	Percentage of building consent applications that are processed with in statutory timeframes.	≥ 95%	**Achieved** 2024-25 FY end results 96% (503/522) building consent applications were processed with in statutory timeframes. A combination of decreased volumes of work and closer monitoring of work in progress has resulted in an increase in the level of statutory compliance throughout the year.
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%	**Achieved** 2024-25 FY end results 100% (2/2) of existing food businesses that receive a poor verification outcome were revisited 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%	**Achieved** 2024-25 FY end results 100% (1/1) of high-risk alcohol premises (when it existed) was visited at least once in the 2024/25 financial year. There were two premises reported as high-risk at the start of the financial year. Since then, one premise has been re-evaluated as medium risk before any inspection was due. The remaining premises underwent its first inspection prior to December 2024, however in January 2025 the application for renewal of this premises requested an earlier closing time which resulted in a lesser risk profile.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
				As a result, since end January 2025 there were no high-risk alcohol premises in the district and no further inspections were required. Fist inspections (if applicable) were due prior to 31 December 2024 Second inspections (if applicable) were due prior to 30 June 2025.	
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%	**Achieved** 2024-25 FY end results 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%	**Achieved** 2024-25 FY end results The Annual Customer Satisfaction Survey result showed that 87.6% of community members surveyed that are satisfied with the ways they can contact Council.	
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 Achieved** 2024-25 FY end results 96.20% (1,467/1,525) of noise complaints were responded to within 60 minutes.	

2024/25 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	
Achieved	13
Not Achieved	12
Total	**25**

Water Supply

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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 Achieved** 2024-25 FY end results Overall energy consumption was Increased by 1.2% 2024/2025 across the water infrastructure network.

Increase/ Decrease	May 2025	June 2025	2024/2025
Levin WTP	+13%	+11%	+13%
Foxton WTP	-7%	0%	-11%
Foxton B WTP	+21%	+3%	+1%
Tokomaru intake pumps	+1%	-7%	+11%
Levin intake	-4%	-1%	+3%
Lady's mile Fxtn	-36%	-45%	-19%
Clyde bore	0%	+3%	-6%

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Achieved** 2024-25 FY end results The Levin Water Masterplan was completed in 2023; Priority work streams progressed in 2024/25 with support from Lutra include: • Technical memorandum on the Poads Rd raw water reservoir RCA including consent requirements, process implications, and HDC considerations. • Technical memorandum including design of bypass dosing and Cost estimate for Bypass reinstatement. • New treated water reservoir Options report on locations for reservoir, sizing and MCA and Cost estimate. • Waste system improvements report on waste system options including cost estimate and workshop outcomes. • Continuation of the existing filter refurbishment. • Actiflo refurbishment and performance improvement. • UV duplication / upgrade. • Design and commissioning of second UV reactor location & T&O treatment. • Condition assessments & investigations (raw water pipe, electrical and geotechnical).

Wastewater Treatment

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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 Achieved** 2024-25 FY end results Overall energy consumption was increased by 13.4% 2024/2025 across the wastewater network.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
				<table><tr><th>Increase/ Decrease</th><th>May 2025</th><th>June 2025</th><th>2024/2025</th></tr><tr><td>Mako road sewage pump</td><td>+24%</td><td>+49%</td><td>+23%</td></tr><tr><td>Effluent disposal pump Hōkio Sands</td><td>-8%</td><td>+13%</td><td>+17%</td></tr><tr><td>Levin WWTP</td><td>+6%</td><td>+7%</td><td>+11%</td></tr><tr><td>Levin WWTP transfer pump</td><td>-55%</td><td>0%</td><td>-14%</td></tr><tr><td>Waitārere WWTP</td><td>+50%</td><td>+105%</td><td>-11%</td></tr><tr><td>"The Pot" pumping station</td><td>+3%</td><td>+9%</td><td>+19%</td></tr></table>
OPM-WW2	We reduce our impact on the environment.	Implement the Levin Wastewater Treatment Plant Master Plan.	100% of masterplan milestones met.	**Achieved** 2024-25 FY end results The following priority work streams in the Levin Wastewater Treatment Plant Master progressed in 2024/25 include: • Relocation Study requested by Council. Lutra and HDC worked on Digester Study, Options Study and Relocation study together. With findings Council approved for LWWTP upgrades to go ahead in current location. • Lutra and HDC working on Digester 3 design, Headworks design and Concept design together. • Inlet pipe deferred to FY 2025/26 due to more work needed on the design. Procurement and Council approved for Inlet and Sewer Bulkmain to go ahead. Tender and contract documents being drafted for Inlet pipe and Sewer Bulkmain to go to tender 2025/26. • Headworks procurement and Council Report scheduled for July-Sept 2025.

Stormwater

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Not Achieved** 2024-25 FY end results The Catchment Management Plan Work Plan is in Phase 1 of development. While Catchment Management Plans have been completed, a consolidated Work Plan outlining specific milestones based on these plans has not yet been developed or implemented. The Catchment Management Plan Work Plan is scheduled for adoption by 1 July 2026.

Solid Waste

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
OPM-SD1	Reduce our impact on the environment Promote Waste Minimisation in the community.	Number of opportunities[13] in which the community is educated on waste minimisation practices.	≥ 6	**Achieved** 2024-25 FY end results 41 opportunities to educate the community on waste minimisation practices were provided: • 4 Waste events • 10 Community Connection posts • 6 Facebook posts • 5 Zero Waste school visits • 16 Enviroschools enrolled district wide • Attendance at 1 WasteMINZ conference • Attendance at 2 TA forums

[13] School programmes, communications, events etc.

Community Facilities and Services

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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	**Achieved** 2024-25 FY end results 41,189 participants participated in 1227 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%	**Achieved** 2024-25 FY end results 83% (1870/2260) of bookings were charged in accordance with a community or free rate.
OPM-CF3	We are prepared and equipped to prevent high risk situations[14] by having an appropriate number of appropriately trained staff and relevant equipment.	Number of high-risk incidents.	0	**Achieved** 2024-25 FY end results There were no high-risk incidents.

Community Infrastructure

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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.	**Achieved** 2024-25 FY end results 81% residential dwellings in urban areas were within 400 metres of a local reserve (either Council or privately provided) and 90% within 800 metres of playgrounds or reserves destinations.

[14] Resuscitation required.

Property

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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 Achieved** 2024-25 FY end results 81% (22/27) of buildings with compliance schedules have a current building WOF. **Note:** The Foxton Memorial Hall is being sold (BWOF not renewed), the Waitārere Surf Lifesaving Club and 3 Oxford Street commercial properties are undergoing works to remedy.
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	**Achieved** 2024-25 FY end results 423/423 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	Achieved/Not Achieved
OPM-RCL1	Māori engagement is improved.	A Māori Engagement Framework is developed, implemented and monitored.	Achieve	**Not Achieved** 2024-25 FY end results The Māori Engagement Framework is in the final stage of development with plans for adoption in August 2025.

Community Support

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
OPM-CS1	Māori aspirations are supported.	Number of local programmes, grants and activities that respond to Māori aspirations.	Increase	**Not Achieved** As of 31 December 2024 A baseline was being created this year to provide a target for next year.
OPM-CS2	The wellbeing of our diversity community is	Number of opportunities to connect supported by Council.	≥ 30	**Achieved**

<table>
<tr><th>Ref</th><th>Service</th><th>How performance is measured</th><th>Target</th><th>Achieved/Not Achieved</th></tr>
<tr><td></td><td>enhanced through opportunities to connect.</td><td></td><td></td><td>2024-25 FY end results
<table><tr><th>Month</th><th>No of opportunities</th></tr><tr><td>July 2024</td><td>1</td></tr><tr><td>Aug 2024</td><td>3</td></tr><tr><td>Sept 2024</td><td>1</td></tr><tr><td>Oct 2024</td><td>5</td></tr><tr><td>Nov 2024</td><td>3</td></tr><tr><td>Dec 2024</td><td>4</td></tr><tr><td>Jan 2025</td><td>0</td></tr><tr><td>Feb 2025</td><td>5</td></tr><tr><td>March 2025</td><td>4</td></tr><tr><td>April 2025</td><td>2</td></tr><tr><td>May 2025</td><td>5</td></tr><tr><td>June 2025</td><td>4</td></tr><tr><td>Total 2024/25</td><td>37</td></tr></table></td></tr>
<tr><td>OPM-CS3</td><td>Provide opportunities for community organisations to train staff in essential skills and increase overall capability of our workforce.</td><td>Number of individuals participating in Capacity and Capability Building Programme workshops or training over the year.</td><td>≥ 200</td><td>Achieved
2024-25 FY end results
314 individuals participated in Capacity and Capability Building Programme workshops or training over the year.</td></tr>
<tr><td>OPM-CS4</td><td>Youth who are not in education or work are supported onto a positive pathway to training or employment.</td><td>Number of youths supported into employment or training.</td><td>≥ 40</td><td>Not Achieved
2024-25 FY end results
35 young people were supported into employment or training.

Note: the MSD target for placements this year is 30. 40 is an aspirational target and we are on track with attaining this objective, but due to the tight labour market and economy there is a risk that it might not be attainable.</td></tr>
</table>

Ref	Service	How performance is measured	Target	Achieved/Not Achieved	
OPM-CS5	Connecting our community and Council through authentic engagement.	Increase our Net Promotor Score[15].	Increase by 8.0 points year on year.	**Not Achieved** 2024-25 FY end results Council's overall NPS decreased to -7.1 down from -4.2 in 2024.	
OPM-CS6	Connecting our community and Council through authentic engagement.	Increase brand perception via overall customer satisfaction[16].	Increase by 6% year on year.	**Not Achieved** 2024-25 FY end results The Annual Customer Satisfaction Survey result showed that Councils overall CSAT improved to 63.26%, increasing with 1.36% from 61.90% in 2024.	
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[17] to https://horowhenuanz.co.nz.	Increase by 10% year on year.	**Achieved** 2024-25 FY end results The total number of engaged sessions increased to 59,900 or 75% year on year.	
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,	Increase total number of website referrals[18] from https://horowhenuanz.co.nz.	Increase by 10% year on year.	**Not Achieved** 2024-25 FY end results The total number of website referrals for the year was 18,468 a –9.9% decrease year on year.	

[15] 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.
[16] A Customer Satisfaction score gauges how happy consumers are with a purchase or interaction.
[17] 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.
[18] Website Referrals means outbound link clicks to local businesses or experiences.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
	environmental and cultural outcomes.			
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.	**Achieved** 2024-25 FY end results Improvements made using voice of the customer data: Voice of Customer insights indicate that we could have the most impact with customer satisfaction if we 'made it easier to do business with Council'. This insight was addressed by the Senior Leadership Cohort (SLC) champion teams. Initiatives were presented to SLC at the 24 November 2024 meeting, with work focusing on 11 key areas of improvement. An action plan with areas of improvement has been collated and progress reported back to SLC at monthly hui. As an example, over the past year, one champion group has focused on celebrating our wins and our people, bringing our organisational values of mahi tahi, arohatomahi, tiakitanga and manaakitanga to life every day. We've introduced initiatives like profiling our people to share their stories, and empowering people leaders to recognise small wins throughout the year. We moved the nomination of our quarterly staff values awards to the senior leadership cohort to ensure a broader perspective and closer alignment with our organisational priorities.
OPM-CS10	Staff have knowledge and understanding to effectively engage with Māori.	A cultural competence framework[19] is developed and milestones are met.	100% of milestones.	**Not Achieved** 2024-25 FY end results The cultural competence framework is still in development.
OPM-CS11	Provide funding for projects and initiatives	Successful grant applications demonstrate benefits that align to Council's outcomes and priorities.	≥ 95%	**Achieved** 2024-25 FY end results

[19] May include core competency areas such as Te Reo Māori, Te Ao Māori, Kawa & Tikanga, Te Tiriti o Waitangi/Treaty of Waitangi, and Engagement with Māori.

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
	that build partnerships and are community-led.			In Round 1 of the community grants and funding programme (1 August 2024), 100% of successful grant applications demonstrated benefits that align to Council's outcomes and priorities. Round 2 of the grants was closed 3 March 2025. 95% of successful grant applications demonstrated benefits that align to Council's outcomes and priorities.

Regulatory Services

Ref	Service	How performance is measured	Target	Achieved/Not Achieved
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%	**Not Achieved** 2024-25 FY end results 45.5% (5/11) cases of non-compliance for dogs that are classified as dangerous or menacing, reached compliance within 3 months.

2025/26 Statement of Service Performance (SSPs)

Summary

Status		
On track	31	
Not on track	8	
Unable to Report	8	
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 now also report on (j) D3.29 Microbiological Monitoring, which is reported within Bacterial compliance measure (SSP-WS1).

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
SSP-WS1	Safe water supply*.	Council's drinking water supply complies with the following parts of the drinking water quality assurance rules[20] (h) T3 Bacterial Rules; and		**Not on track** As at 31 July 2025

Water supply		July 2025/YTD
Area & Serviced Population		
*Serviced population is estimated as per 2023 census (Total: 30,175)		
Levin	Chlorination	All met

[20] 2024-2044 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 2024.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
		(j) D3.29 Microbiological Monitoring Rule[21] in Levin Shannon Foxton Foxton Beach Tokomaru	 Achieve Achieve Achieve Achieve Achieve	See nested table below

*20,849	UV	All met
	Microbiological monitoring	All met
Shannon *1,819	Chlorination	All met
	Microbiological monitoring	All met
Foxton *3,234	Chlorination	All met
	Microbiological monitoring	All met
Foxton Beach *3,775	Chlorination	All met
	Microbiological monitoring	All met
Tokomaru *497	Chlorination	All met
	UV	All met
	Microbiological monitoring	All met

The supply is reporting against D3.29 E. coli and coliforms monitoring and reporting for compliance. Compliance with microbiological scheduled sampling is 100%.

The supply is reporting against T3.1-6 chlorine and/or UV disinfection for bacterial treatment compliance. All sites achieved this.

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	0

[21] (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

Foxton	0	0
Foxton Beach	0	0
Tokomaru	0	0
TOTAL	**0**	**0**

Notes Bacterial Notifications: 0
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[22]
(i) T3 Protozoal Rules.
in

Levin — Achieve
Shannon — Achieve
Foxton — Achieve
Foxton Beach — Achieve
Tokomaru — Achieve

On track
As at 31 July 2025

Water supply Area & Serviced Population		July 2025	2024/2025
*Serviced population is estimated as per 2023 census (Total: 30,175)			
Levin *20,849	Filtration	All met	All met
	UV	All met	All met
Shannon *1,819	Filtration	All met	All met
Foxton *3,234	Filtration	All met	All met
Foxton Beach *3,775	Filtration	All met	All met[1]
Tokomaru *497	Filtration	All met	All met
	UV	All met	All met[2]

Protozoal Notifications to Taumata Arowai (unsafe supply of water)		
Area	Notifications	Comments
Levin	0	N/A
Shannon & Mangaore	0	
Foxton	0	

[22] 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 2024.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
				Foxton Beach 0 Tokomaru 0 **TOTAL 0** [1] At Foxton Beach a new UV system was installed in early July 2025. The supply sources water from a source with a log requirement of 3 that is treated with cartridge filtration (and UV). Cartridge filtration alone only provides 2.5 log credits. According to rule T3.87, the Ultraviolet Transmittance (UVT) may not fall below the 80% limit for more than 15 minutes a day. On 7/7/25, the UVT fell below 80% for more than 15 minutes. However, this was determined to do with teething issues with the computer system, not an actual issue with the UVT. It has since been corrected and there have been no compliance events since. The current Foxton Beach Protozoal dashboard shows no issue with the last month. The plant still has 100% compliance. [2] The tags for the Tokomaru UV Protozoal compliance are currently being updated, so the ID dashboard shows various non-compliances as its set up with the old tags. However, the SCADA system shows full compliance with T3 rules for the whole month when assessing compliance.
SSP-WS3	Drinking water that tastes and looks satisfactory*.	The total number of complaints received about any of the following (expressed per 1,000 connections): Drinking water clarity; Drinking water taste; Drinking water odour; Drinking water pressure or flow; Continuity of supply; and Council's response to any of these issues.	1 1 1 1 1 1	**On track** As at 31 July 2025 Description / Target per 1,000 connections / Result per 1,000 connections / No. of complaints Clarity 1 0 0 Taste 1 0 0 Odour 1 0.07 1 Pressure of flow 1 0.21 3 Continuity of supply 1 0.49 7 Council's response 1 0 0 Total ≤ 6 0.78 11

<table>
<tr><th>Ref</th><th>Service</th><th>How performance is measured</th><th>Target</th><th>On track/Not on track/Unable to report</th></tr>
<tr><td></td><td></td><td>Total:</td><td>≤ 6</td><td>
<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>
<tr><td>Total number of connections as at 1 July 2025</td><td>14,144</td></tr>
</table>
</td></tr>
<tr><td>SSP-WS4</td><td>Response to faults*.</td><td>The median time from the time that Council received notification, to the time that service personnel:

Reach the site for urgent 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.</td><td>< 1 hour
< 8 hours

< 3 days (72hrs)
< 3 days (72hrs)</td><td>On track
As at 31 July 2025
<table>
<tr><th>Description</th><th>Median target</th><th>Median result</th><th>Comment</th></tr>
<tr><td>Reach the site for urgent[23] call-outs</td><td>< 1 hour</td><td>22 minutes</td><td>Achieved</td></tr>
<tr><td>Resolution of the fault or interruption of urgent call-outs</td><td>< 8 hours</td><td>1 hour 6 minutes</td><td>Achieved</td></tr>
<tr><td>Reach the site for non-urgent call-outs</td><td>< 3 days</td><td>1 hour 31 minutes</td><td>Achieved</td></tr>
<tr><td>Resolution of the fault or interruption of non-urgent call-outs</td><td>< 3 days</td><td>5 hours 10 minutes</td><td>Achieved</td></tr>
</table>
</td></tr>
<tr><td>SSP-WS5</td><td>Water supply is sustainable*.</td><td>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.</td><td>≤ 350 lpcd</td><td>Unable to Report
This result is calculated on a quarterly basis as it is based on water meter readings which is done quarterly.</td></tr>
</table>

[23] 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
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"	**Not on track** As at 31 July 2025

Supply	Snapshot – Infrastructure Leakage Index	Outcome
Levin	C (4.20)	Not on track
Shannon & Mangaore	A (1.40) & A (0.1)	On track On track
Foxton	A (1.40)	On track
Foxton Beach	A (0.50)	On track
Tokomaru	A (0.90)	On track

Developed Countries Infrastructure Leakage Index (ILI) range	BAND	Calculated ILI for this System	General description of Real Loss Management Performance Categories for Developed and Developing Countries
Less than 2	A		Further loss reduction may be uneconomic unless there are shortages; careful analysis needed to identify cost-effective improvement
2 to < 4	B		Potential for marked improvements; consider pressure management, better active leakage control practices, and better network maintenance
4 to < 8	C		Poor leakage record; tolerable only if water is plentiful and cheap; even then, analyze level and nature of leakage and intensify leakage reduction efforts
8 or more	D		Very inefficient use of resources; leakage reduction programs imperative and high priority

*D-RE1 Estimated total drinking water network water loss (m^3/year)
*D-EH4 Water supplied to the drinking water network (m^3/year)

Supply	Estimated loss YTD	Water Supplied YTD
Levin	36.8%	291,583 m^3
Shannon & Mangaore	12.9% 1.2%	14,338 m^3
Foxton	7.7%	29,756 m^3
Foxton Beach	6.1%	15,317 m^3
Tokomaru	5.4%	3,012 m^3

Estimated total drinking water network water loss (m^3) YTD: 112,710 m^3

Levin	107,302 m^3
Shannon & Mangaore	1849 m^3 172 m^3
Foxton	2291 m^3
Foxton Beach	934 m^3
Tokomaru	162 m^3

Water supplied to the drinking water network (m^3/month): July 354,329m^3

Real water unavoidable loss from the reticulations system is ***m^3/hr***:

Levin	35.13 m^3
Shannon & Mangaore	2.27 m^3 0.16 m^3

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
				Foxton: 2.57 m^3 Foxton beach: 3.05 m^3 Tokomaru: 0.37 m^3 Water meters were installed in Levin during the previous financial year which should improve its score in the upcoming financial year. Overall, we've not met band B (3.31). 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 at 31 July 2025 Abatement Notices: YTD 0 Infringement Notices: YTD 0 Enforcement Orders: YTD 0 Convictions: YTD 0 There have been no notices for July 2025

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

Wastewater Treatment

<table>
<tr><th>Ref</th><th>Service</th><th>How performance is measured</th><th>Target</th><th>On track/Not on track/Unable to report</th></tr>
<tr><td>SSP-WW1</td><td>Reliable wastewater collection and disposal*.</td><td>The number of dry weather wastewater overflows from the wastewater system per 1000 connections.</td><td>≤ 2</td><td>On track
As of 31 July 2025
<table><tr><th></th><th>Target per 1000 connections</th><th>Result per 1000 connections</th><th>No. of overflows</th></tr><tr><td>Number of overflows</td><td>≤ 2</td><td>0.15</td><td>2</td></tr></table>Number of connections as at 1 July 2025: 12,985.</td></tr>
<tr><td>SSP-WW2</td><td>Council provides a good response to wastewater system faults reported*.</td><td>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*.

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*.</td><td>< 1 hour

< 12 hours</td><td>On track
As of 31 July 2025
<table><tr><th>Target Response Time</th><th>Result Response Time</th></tr><tr><td>< 1 hour</td><td>25 minutes</td></tr><tr><th>Target Resolution Time</th><th>Result Resolution Time</th></tr><tr><td>< 12 hours</td><td>2 hours and 5 minutes</td></tr></table></td></tr>
<tr><td>SSP-WW3</td><td>The service is satisfactory*.</td><td>The total number of complaints received (expressed per 1,000 connections to the wastewater system) regarding:

Wastewater odour;
Wastewater systems faults;
Wastewater system blockages;
and Council’s response to issues with its wastewater system.</td><td>

< 4
< 6
< 8
< 4</td><td>On track
As of 31 July 2025
<table><tr><th></th><th>Per 1000 connections</th><th>Total No. of complaints</th><th>Comments</th></tr><tr><td>Odour</td><td>0.15</td><td>2</td><td>Achieved</td></tr><tr><td>Faults</td><td>0.08</td><td>1</td><td>Achieved</td></tr><tr><td>Blockages</td><td>0.54</td><td>7</td><td>Achieved</td></tr><tr><td>Council’s response</td><td>0</td><td>0</td><td>Achieved</td></tr><tr><td>Total</td><td>0.77</td><td>10</td><td>Achieved</td></tr></table>Number of connections as at 1 July 2025: 12,985.</td></tr>
</table>

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
		Total number of complaints received about any of the above.	< 22	
SSP-WW4	Safe disposal of wastewater*.	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 wastewater system.	 0 0 0 0	**On track** As of 31 July 2025 Abatement Notices: YTD 0 Infringement Notices: YTD 0 Enforcement Orders: YTD 0 Convictions: YTD 0

*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
SSP-SW1		Number of flooding events that occur in the district.	< 5 per year	**On track** As of 31 July 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 July 2025 Target: 2 or less; Result: 0; Per 1000 connections: ; Habitable floors affected: Number of connections as at 1 July 2025: 13,793.
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 July 2025 Target: < 1 hour; Result: 0; Comment: No flooding events

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
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 July 2025 Target per 1000 connections: < 10 per year Per 1000 connections: 0.36 No. of complaints: 5 Number of connections as at 1 July 2025: 13,793.
SSP-SW5	A sustainable stormwater service*.	The number of: Abatement Notices; Infringement Notices; Enforcement Orders; and Convictions received by Council in relation to Horizons Regional Council resource consents* for discharge from its stormwater system**.	0 0 0 0	**On track** As of 31 July 2025 Abatement Notices: YTD 0 Infringement Notices: YTD 0 Enforcement Orders: YTD 0 Convictions: YTD 0

*These performance measurements are provided by the Department of Internal Affairs, and they are mandatory.
**Currently there is no discharge consent for Levin's stormwater to Lake Horowhenua.

Land Transport

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
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** Smooth Travel Exposure was 91% as at 30 June 2025. Inspection is done once a year.
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	
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 July 2025 96.76% of footpaths were in excellent to average condition and 3.24% 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%	**Not on track** As of 31 July 2025 94.4% (168/178) 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.	2026/27 To still be determined	**Unable to Report** **Baseline:** was not created during the 2024/25 financial year due to NZTA Waka Kotahi reducing funding – no work was done in this space.	

*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	
SSP-SD1	Ensuring the health, safety and wellbeing of our community by collecting refuse and recycling in a timely and sanitary manner.	Number of legitimate complaints[24] Recycling bins Kerbside collection.	Recycling: 5 legitimate complaints per 1000 bins issued annually Kerbside collection: 1 legitimate complaint per	**On track** As of 31 July 2025 Target permitted 5 per 1,000bins / No. of legitimate complaints **Recycling** *79.6 permitted p/a / 4 Number of bins: 15,919 *Target calculation: (15,919/1,000) x 5 =79.6 Target permitted 1 per 800 bags / No. of legitimate complaints	

[24] 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
			800 bags sold annually.	**Kerbside collection** *7.25 permitted for YTD: 4 Number of bags sold as of 30 July 2025: 5,800 *Target calculation: (5,800/800) x 1 = 7.25
SSP-SD2	Embedding circular thinking into our waste management systems.	Meet the targets set in the Waste Management Minimisation Plan (WMMP).	100% of targets.	**Not on track** As of 31 July 2025 67% of the 12 targets have been met as set in the Waste Management Minimisation Plan (WMMP). **Note:** The Council has a 6-year period to meet these other targets. There is a risk that if a 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.

Community Facilities

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
SSP-CF1	Our aquatic centres support and enhance community well-being and safety.	Number of opportunities[25] provided for the community and by the community[26] 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 July 2025 Target: 500 p/m No of opportunities: July 2025: 893; YTD: 893
SSP-CF2	Community has access to a range of current information that inspires, entices and informs in	Contribute to community literacy by providing curated collections of physical and digital resources.	≥3 resources per capita.	**On track** As of 31 July 2025 The community had access to a minimum of 3.8 resources per capita

[25] Such as swimming lessons, training, competitions, events and fitness classes.
[26] Swim schools, clubs, organisations

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
	both print and digital format.			• 74,418 physical resources • 1,339 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
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 July 2025 95.6% (22/23) playgrounds were inspected by a suitably qualified person. Muaūpoko Park closed and not inspected. No failures identified during previous inspection 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 maintained, safe and provide for the recreational (play and sport), cultural and environmental wellbeing of the community.	Parks and reserves maintenance contracts are administered and monitored on a regular basis, as per contract specifications.	Achieve	**On track** As of 31 July 2025 96% (target of 95% as per the contract) of parks and reserves maintenance contracts were administered and monitored as per contract specifications.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
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 July 2025 No complaints were made about sports ground availability, and no complaints were made about sport ground conditions.
SSP-CI4		Public toilet maintenance contracts are administered and monitored on a regular basis, as per contract specifications.	Achieve	**On track** As of 31 July 2025 86% (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 July 2025 There was a continuous availability of 8.6% of developed plots (of any type) across the district's cemeteries at any given time. Work is ongoing in 2025/26 to add new beams and increase capacity.

Representation and Community Leadership

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
SSP-RCL1	Council supports residents and ratepayers to have their views heard and considered in Council decision-making.	Regular opportunities[27] are provided for the community to influence decision-making.	100 opportunities.	**On track** As of 31 July 2025 13 opportunities were provided for the community to influence decision-making.
SSP-RCL2	We are transparent and accountable to the community.	Council agendas are available on the website 2 working days prior to the relevant meeting Council	≥ 95% of agenda and minutes.	**On track** As of 31 July 2025

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

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
		meeting minutes are available on the website 2 working days after the relevant meeting[28].		• 100% of Council agendas were available on the website two working days prior to the relevant meeting Council and • 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 July 2025 100% of strategic projects, plans and corporate documents developed and delivered contributed to our Community Outcomes. **Activation of Levin Town Centre** • Changes to the governance and operational structure for the LTC programme of work approved by Council. • The Levin Domain was opened to the public during daylight hours. • Two members of Horizons Regional Council presented the proposed bus services for Horowhenua to the Community Steering Group for discussion and feedback. • Progressing commercial negotiations to sell the Levin War Memorial Hall and Village Green to The Wellington Company Ltd. • Internal project alignments have commenced and are being held fortnightly. • A final draft of the Access and Parking Strategy has been provided with finalisation to be completed inhouse. • Work continues to progress on creating the 3D digital model of the LTC. **Annual Plan 2025/26**

[28] Council meetings, committee meetings, and Board Meetings.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report	
				• Adopted in June 2025. Published online and hardcopies available to view at service centres. **Annual Report 2024/25** • 2024/25 Annual Report process on track. **Foxton and Foxton Beach Community Plan** • Final workshops were held to introduce a framework to theme group members to meet and work together to prepare action plans. Theme priorities, tasks and actions will be presented at the Foxton Futures Governance Group meeting in August to be included in the final version of the Community Plan. **Shannon/Otāuru Community Plan** • Adopted in June.	

Community Support

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report	
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.	**On track** Of the 65 new Full Time (FT) staff that joined the organisation during the 2024/25 financial year: As of 31 July 2025 • 59 (90%) have completed CDEM Induction • 45 (69%) have completed the Foundation course within six months of commencing • 22 (33%) have completed the Intermediate course within 1 year of commencing. • 47 (72%) staff have attended Function courses. All staff are invited to attend the foundation course within six months of commencing. If unable to attend, they are encouraged to reschedule as soon as possible. 6 new Full Time (FT) staff that joined the organisation since 1 July 2025.	

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report	
				To Note: that no courses have been run during the month of July 2025.	
SSP-CS2	We are able to continue to operate during high impact emergency events.	Complete a comprehensive Emergency Operations Centre (EOC) capability audit[29] every two years to ensure compliance with the Civil Defence Emergency Management (CDEM) Act 2002.	An audit is conducted every two years.	**On track** As of 31 July 2025 A comprehensive Emergency Operations Centre (EOC) capability audit was carried out on 15 May 2025 by Toa Consulting. 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 July 2025 62.5% of the community organisations receiving funds for essential services fulfilled monitoring and reporting obligations for the 2024/05 FY – these were due in July 2025. The reports for the 2025/26 Financial Year are due end June 2026, and results will be reported at financial year end.	
SSP-CS4	Collaboration with and advocacy (including business development and new business investment in the Horowhenua	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.	

[29] This audit must be conducted by an independent suitably qualified person.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
	District) for 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[30] provided by Council.	≥ 30	**On track** As of 31 July 2025 21 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 2 events and 19 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
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 July 2025 57% (12/21) resource consent applications were processed within statutory timeframes. The team have experienced some absences this month due to illness and the resignation of one team member. This has resulted in bottlenecks in the process, which has led to consents going overtime. Work is underway to ensure improved visibility and clarity of the process to prevent this from reoccurring in future.

[30] 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
SSP-RS2	Carry out Building Consent Authority functions including enforcement of legislation relating to construction of buildings and structures.	Percentage of building consent applications that are processed with in statutory timeframes.	≥ 95%	**On track** As of 31 July 2025 96% (46/57) 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 July 2025 100% (0/0) of existing food businesses that receive a poor verification outcome were revisited 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%	**On track** As of 31 July 2025 There were no high-risk alcohol premises in the district during the reporting period, and 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 July 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 July 2025 96.25% (77/80) of noise complaints were responded to within 60 minutes.

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	11
Not on track	8
Unable to Report	6
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 July 2025 Overall energy consumption was increased by 2.4% for July across the water supply network. Target (combined) kWh/day is 130492. Usage (combined) for July was 133625 kWh/day

Increase/ Decrease	July 2025	YTD
Levin WTP	+11.9%	+11.9%
Foxton WTP	+7.5%	+7.5%
Foxton B WTP	+12.3%	+12.3%
Tokomaru intake pumps	-14.9%	-14.9%
Levin intake	-1.7%	-1.7%
Lady's mile Fxtn	-44.5%	-44.5%

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
				Clyde bore +3.1% +3.1%
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 July 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.

Wastewater Treatment

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
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 July 2025 Overall energy consumption was increased by 40.9% with a target kWh/day of 11470 and actual kWh/day consumption of 161303 across the wastewater network.

Increase/ Decrease	July 2025	YTD
Mako road sewage pump	+92	+92
Effluent disposal pump Hōkio Sands	+73.9	+73.9
Levin WWTP	+10	+10
Levin WWTP transfer pump	+84.3	+84.3
Waitārere WWTP	+180.5	+180.5
"The Pot" pumping station	+65.3	+65.3

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
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 July 2025 Implementation of the master plan is underway. The following priority work streams are being progressed. • The Inlet pipe and Bulkmain successfully tendered in July. • Preliminary design completed for the Headworks. Headworks procurement and Council Report drafted for September 2025. • 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.	**Not on track** The Catchment Management Plan Work Plan is scheduled for adoption by 1 July 2026.

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[31] in which the community is educated on waste minimisation practices.	≥ 6	**On track** As of 31 July 2025 2 opportunities to educate the community on waste minimisation practices were provided: • 0 Waste events • 0 Community Connection posts • 0 Facebook posts • 2 Zero Waste school visits

[31] School programmes, communications, events etc.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
				• 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 July 2025 2,590 participants participated in 106 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 July 2025 86% (171/199) of bookings were charged in accordance with a community or free rate.
OPM-CF3	We are prepared and equipped to prevent high risk situations[32] by having an appropriate number of appropriately trained staff and relevant equipment.	Number of high-risk incidents.	0	**On track** As of 31 July 2025 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	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 July 2025 81% residential dwellings in urban areas were within 400 metres of a local reserve (either Council or privately provided) and

[32] Resuscitation required.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
	sport), cultural and environmental wellbeing of the community.			90% 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 July 2025 89% (17/19) of buildings with compliance schedules have a current building WOF. *Remedial works are ongoing at Waitārere Beach Surf lifesaving club & Noodle Canteen.* *The count of buildings has been updated to exclude buildings on Council land that are owned by others i.e. they have a ground lease on reserve land, and the building is their responsibility. Also excluded is Levin Memorial Hall which is in the sale process and is no longer bookable for community use.*
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	**Unable to report** As of 31 July 2025 The 25/2026 planned property renewal list will be confirmed after final budget is confirmed. A carry forward request from 24/25 was made with the outcome known after the Council September meeting.

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 July 2025

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report
				The Iwi/Hapū Relationships Framework was adopted at the August Council hui.

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	**Unable to report** As of 31 July 2025 We created a baseline during the 2024/25 financial year. Reporting against baseline will start once figures are confirmed.
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 July 2025 Month: July 2025 — No of opportunities: 1 **YTD: 1**
OPM-CS3	Provide opportunities for community organisations to train staff in essential skills and increase overall capability of our workforce.	Number of individuals participating in Capacity and Capability Building Programme workshops or training over the year.	≥ 200	**On track** As of 31 July 2025 19 individuals participated in Capacity and Capability Building Programme workshops or training year to date.
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 July 2025 No young people were supported into employment or training.

Ref	Service	How performance is measured	Target	On track/Not on track/Unable to report	
OPM-CS5	Connecting our community and Council through authentic engagement.	Increase our Net Promotor Score[33].	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		Increase brand perception via overall customer satisfaction[34].	Increase by 6% year on year.	**Unable to Report** The next Annual Customer Satisfaction Survey results will be available in June 2026.	
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[35] to https://horowhenuanz.co.nz.	Increase by 10% year on year.	**Not on track** As of 31 July 2025 The total number of engaged sessions was 6,130 an increase of 8.6% against the previous period.	
OPM-CS8		Increase total number of website referrals[36] from https://horowhenuanz.co.nz.	Increase by 10% year on year.	**Not on track** As of 31 July 2025 The total number of website referrals was 1,558 a decrease of –1.6% against 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.	**Unable to report** As of 31 July 2025 Work is underway to better utilise voice of the customer tools to more frequently solicit close to real-time service feedback, with a view to implement quarterly customer insights.	

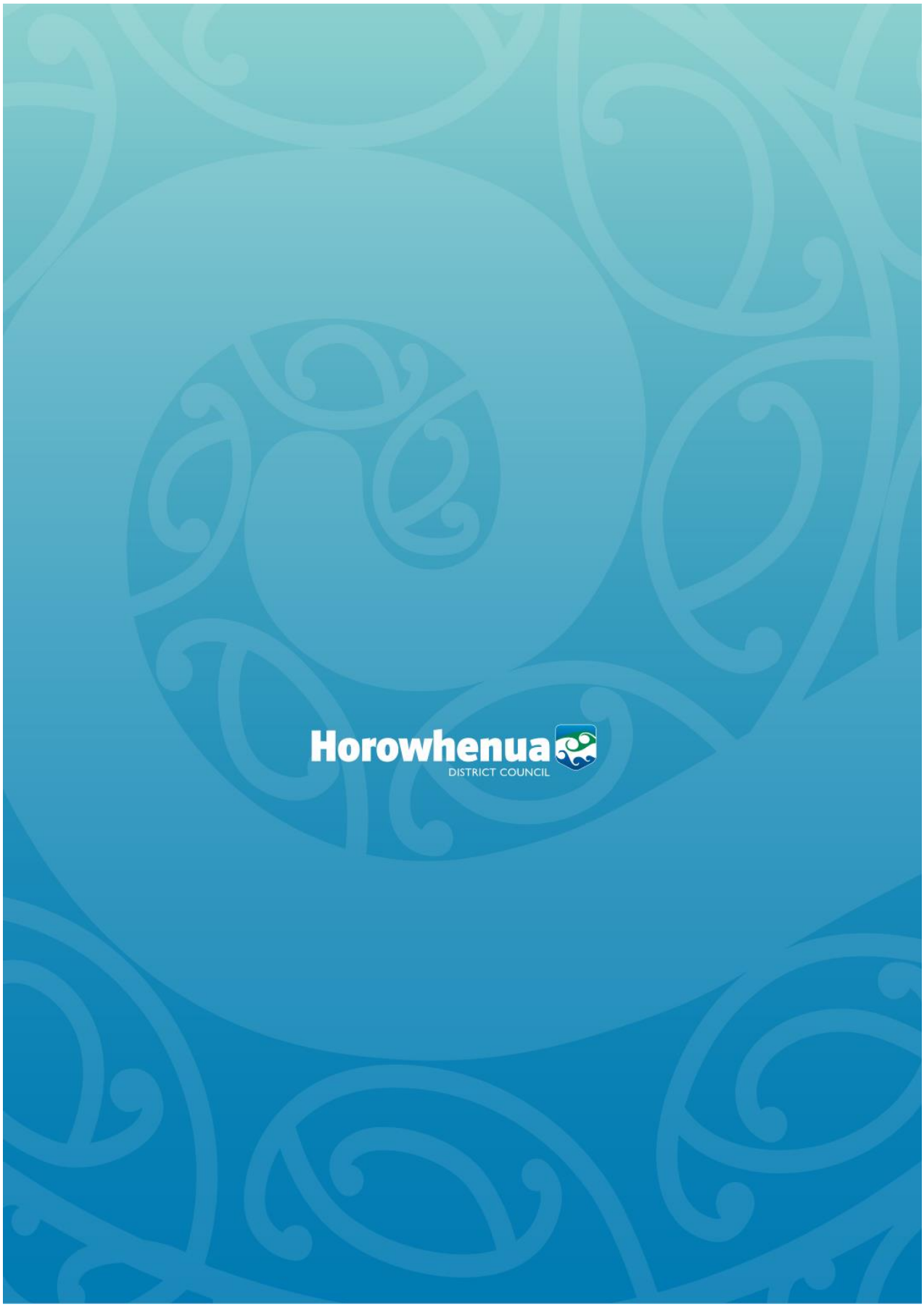
[33] NPS measures the loyalty of customers to a company. NPS scores are measured with a single-question survey and reported with a number from the range -100 to +100, a higher score is desirable.
[34] A Customer Satisfaction score gauges how happy consumers are with a purchase or interaction.
[35] Engaged 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.
[36] 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
OPM-CS10	Staff have knowledge and understanding to effectively engage with Māori.	A cultural competence framework[37] is developed and milestones are met.	100% of milestones.	**Unable to report** As of 31 July 2025 The cultural competence framework is still in development
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 July 2025 In Round 1 2025/2026 grant rounds were open and closed 31 August 2025.

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%	**Not on track** As of 31 July 2025 0% (0/1) cases of non-compliance for dogs that are classified as dangerous or menacing, reached compliance within 3 months, as this dog has not yet been de-sexed. There are a further three dogs that were classified as dangerous or menacing in July 2025 that are still within the three-month timeframe to comply with their relevant conditions.

[37] May include core competency areas such as Te Reo Māori, Te Ao Māori, Kawa & Tikanga, Te Tiriti o Waitangi/Treaty of Waitangi, and Engagement with Māori.


Horowhenua
DISTRICT COUNCIL

File No.: 25/522

8.2 Council Resolution and Actions Monitoring Report September 2025

Author(s)	Alice Petersen **Support Officer - Democracy | Āpiha Tautoko - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. The purpose of this report is to present to Council the updated monitoring report covering resolutions and requested actions from previous meetings of Council.

This matter relates to Pursuing Organisation Excellence

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

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/522 Council Resolution and Actions Monitoring Report September 2025.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Council Actions Monitoring Report - September 2025	674

Council Actions Monitoring Report 2025
September 2025

	Completed
	In progress
	Waiting on third party
	Off track

Reference	Resolution/Action	Officer	Due date	Status	Officer Update
CO/2022/168 *In reference to the closed Levin Landfill*	That Council agrees to: b. Approve a programme of work to firstly assess targeted restoration areas of the Tatana Drain and Hokio Stream by working alongside Iwi and willing landowners, develop a restoration programme, secure additional funding and then proceed with appropriate restoration projects. The initial cost of this action is $300,000.	D Haigh	16/10/2024		Following briefings with elected members on the 30 July and 13 August, officers have prepared a Council report for the 10 September Council meeting seeking endorsement for the Closed Landfill Management Plan and for officers to continue researching and validating alternative Best Practicable Options (BPO's) for the on-going management of the leachate from the Levin Old Landfill.
CO/2023/146	That Council direct the Chief Executive to meet with executive leaders of Horizons and other parties including the Manawatu Marine Boating Club, Department of Conservation and Iwi/Hapū within the next three months to progress commitment to undertaking a structural assessment of the Foxton Wharf.	B Harvey	21/09/2023		There have been no further updates on this kaupapa. The next step in the process is to initiate the formal process to vest the land to Council. Officers will progress this in collaboration with iwi and hapū who have signalled an interest in the land.
CO/2023/251	That the Council review the Road Naming Policy, and in the interim Council delegates to the Chief Executive authority to make all decisions on road naming in accordance with the current policy.	D McCorkindale	30/12/2024		The Road Naming Policy is being finalised with the intent to bring it to Council for adoption in December. A bank of road names is being consulted on with local iwi and the Historical

					Society. The bank of road names is intended to accompany the Policy and provide efficiencies for developers by enabling them to select from the pre-approved road names.
9	That Council continue working collaboratively with Horizons to deliver the improvements to the Foxton East Drainage Scheme to ensure that best outcome is achieved for the community.	D Haigh	On-going		Two Tractor pumps have been purchased and will be tested alongside agreements for service during emergency events. This is ongoing work to boost flood resilience through the Foxton Climate Change Resilience Project. Going forward this work will be reported on through the Organisation Performance report on a quarterly basis.
20	Council to continue to lobby Central Government in relation to the River Loop as it was not a Council decision initially that gave rise to this issue.	D McCorkindale	On-going		No further update, continue to await the outcome from the application submitted.
	THAT the Horowhenua District Council supports officers to discuss with local iwi, a potential Te Reo name for the River Loop Reserve, with a view to undertaking wider consultation with the community concerning the proposed name.	S Hester	Jan 2023		Council has created a Short Form Agreement (SFA) with Ngati Raukawa which is for district wide projects which includes this mahi. Ngati Raukawa has commenced this and will work with Officers to collaboratively progress it over the coming months. Iwi representatives are now working on this renaming process, and meetings with officers are being organised over the next 4 weeks to progress this work.

CO/2024/387	That Council notes the outcomes of the earlier consultation, which was reported to Council on 20 March 2024, and the Technical Report prepared by Boffa Miskell, which outlines the feasibility, costs, and potential impacts of constructing a vehicle accessway at the three identified locations on Council-owned land. That Council acknowledges the strong community interest in the matter of vehicle access at Waikawa Beach and the diversity of opinions regarding whether vehicle access should be provided, as well as other aspects, including environmental, technical, and community considerations. That Council: Support continued investigations into the matter of vehicle access at Waikawa Beach; direct officers to complete further work to identify and evaluate the options available to provide access to Waikawa Beach; and instruct officers to prepare a further report and recommendations as to the way forward for this process, noting that further consultation with the community may be required based on the options identified by officers.	B Harvey	30/06/2025		Further updates will be provided by the most recent resolution of Council - **CO/2025/117**
Resolution Number CO/2025/101	That Council direct the Chief Executive to prepare a Water Services Delivery Plan in conjunction with confirmed partner Councils that includes the agreed joint Water Services Organisation and then	M Davidson	03/09/2025		Council adopted the joint Water Services Delivery Plan at its meeting on 6 August 2025 – Resolution Number - CO/2025/157

	return to Council for approval before submitting to the Secretary for Local Government by 3 September 2025.				
Resolution Number CO/2025/103	That Council extends the foul ball netting at Western Park with a structurally engineered extension, seeking external funding to pay for this. However, if unable to source external funding by 30 June 2025, will utilise the Sportsground renewal budget.	L Winiata	30/06/2025		The foul ball netting structure has been created. Contractors are awaiting the ground to firm before installing it. This will occur in September 2025. Neighbours will be kept abreast of the installation.
Resolution Number CO/2025/115	That Council replaces the Waikawa Pedestrian Bridge with a 20 load capacity suspension bridge, following further conversations with the private landowners with a confirmed long term agreement in place.	L Winiata	30/06/2026		Officers are working with the private landowners on formalising an agreement.
Resolution Number CO/2025/117	That Council request officers continue to support and work alongside the community group and Ngāti Wehi Wehi to explore a potential access option, and report back to Council with updates on progress, including any new developments that may influence the feasibility or direction of any future access arrangement. This includes ongoing assessment of the viability of both controlled access and no access options.	B Harvey	30/06/2026		The Waikawa Beach Community Group, including Ngāti Wehi Wehi met with Horizon's Consent Lead to discuss consenting pathways. Next steps are to receive further information from Horizons before the group decides on a potential solution.
Resolution Number CO/2025/119	That Council liaise with relevant agencies and landowners with the goal of addressing the need for dog control measures in the Manawatū Estuary.	V Miller	30/06/2026		Stakeholders have been identified. Council Officers are working to initiate contact and co-ordinate initial conversations.

File No.: 25/523

8.3 Long Term Plan 2024-44 Actions Monitoring Report

Author(s)	Alice Petersen **Support Officer - Democracy | Āpiha Tautoko - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. The purpose of this report is to present to Council the ongoing monitoring report, which reflects the progress of those actions and recommendations from the Long Term Plan 2024 - 44.

This matter relates to Delivering the Long-Term Plan 2024-44

Delivering the Long-Term Plan 2024-44

This matter relates to Pursuing Organisation Excellence

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

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/523 Long Term Plan 2024-44 Actions Monitoring Report.

BACKGROUND | HE KŌRERO TŪĀPAPA

2. During deliberations for the Long Term Plan 2022-2044, Council gave direction on a number of actions and recommendations, which are recorded in the attached monitoring report.

3. It is intended for this report to be presented to Council on a quarterly basis.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Long Term Plan 2024-2044 - Council Actions Monitoring Report - September 2025	680

MONITORING REPORT – Long Term Plan 2024/2044 – September 2025					
					Completed
					In Progress
					Halted
					Off Track
Topic/ Reference	**Resolved/Actions**	**Officer**	**Action by Date**	**Status**	**Officer Update**
CO/2024/140	That Council support a pilot programme for properties to participate in a composting initiative that utilises proposed MfE waste levies fund of up to $25,000. That the findings and outcomes to be reported to council before 28 February 2025 in order to be considered for further funding.	D McMillan	28/02/2025		Trail has ended. Due to a change in Central Government priorities no further action is to be action.
	Conduct a shade audit of parks and playgrounds.	L Winiata	30/06/2025		The vast majority of this has been completed. It is expected to be finished by the end of September.
CO/2024/151	That Council direct officers to undertake pre-engagement with the community on potential beach management strategies that Council may consider.	B Harvey	30/06/2025		Officers have been working alongside communities, most notably Waikawa and Foxton Beach, on challenges and opportunities facing these communities in regard to beach management. Officers expect to provide further workshops with Councillors in the new triennium.
CO/2024/152	That Council direct officers to update the Horowhenua Road Safety Group's Terms of Reference.	D Haigh	30/06/2025		Officers have continued with the preparation of a new draft Terms of Reference.
CO/2024/154	b) Officers prepare a report for Council by December 2024 to consider options for including a requirement for onsite stormwater retention tanks to be installed by landowners as part of in the future residential District Plan.	L Baddock	31/12/2024		This was agreed to form part of the omnibus plan change by the District Planning and Growth Steering Group (for Residential Zones with reticulated

As at 2 September 2025

MONITORING REPORT – Long Term Plan 2024/2044 – September 2025						Completed In Progress Halted Off Track
Topic/ Reference	**Resolved/Actions**	**Officer**	**Action by Date**	**Status**	**Officer Update**	
					water). However, the omnibus plan change has been impacted by the Government's direction to stop District Plan work. As such, no further work can be undertaken and there will be no further updates.	
	d) Officers engage with Council's Iwi/hapū partners and report back to Council by December 2024 on the options for progressing a District Plan Change to protect Wahi Tapu.	L Baddock	31/12/2024		While meetings with Iwi/Hapu were held (some before Christmas, some after Christmas – in March), this piece of work has been unable to progress very far. There is no defined scope for this and as indicated above, no further plan change processes can be initiated by Council. However, MTA have recently been in touch about re-starting work to understand the cultural landscape of key growth areas (to help have the information we need to support transition to the replacement resource management system). We have indicated we support this pre-emptive approach and will look to understand if Te Tumatakahuki wish to take the same approach, of if they prefer to wait for more clarity about the new resource management system and the role it provides for Iwi/Hapū/Māori.	

MONITORING REPORT – Long Term Plan 2024/2044 – September 2025						Completed In Progress Halted Off Track
Topic/ Reference	**Resolved/Actions**	**Officer**	**Action by Date**	**Status**	**Officer Update**	
	f) Officers develop a Community Plan for Shannon and Mangaore Village in 2024/25 and that officers explore the inclusion of Opiki and Tokomaru in that Plan or an associated Plan.	D McCorkindale	30/06/2025		Shannon Community Plan on a Page was adopted by Council June 2025. In preparing the plan consideration was a given to whether Opiki and Tokomaru should be included, it was decided that it was most appropriate for the plan to focus on Shannon and that Opiki and Tokomaru could be considered for a future Community Plan	
	g) Officers progress opportunities to give resolution to the water wheel project in Shannon.	B Harvey	30/06/2025		Officers have a suggested solution which will be taken to the community for consideration.	
	i) Officers capture Fale Pasifika when planning for public infrastructure in the long term.	D McCorkindale D Haigh	30/06/2025		No specific actions have been undertaken Officers will continue to explore ways of capturing the Fale Pasifika input as part of community engagement when planning for public infrastructure.	

MONITORING REPORT – Long Term Plan 2024/2044 – September 2025						
						Completed
						In Progress
						Halted
						Off Track
Topic/ Reference	**Resolved/Actions**	**Officer**	**Action by Date**	**Status**	**Officer Update**	
	j) Officers undertake a stock take on lease agreements and report back to Council with this information including an assessment on the current leasing policy.	B Harvey	30/06/2025		A stocktake on the lease agreements have been undertaken and shared with Council. An update to the Community Leases Policy will be brought to a Council Workshop.	

File No.: 25/536

9.1 Proceedings of Te Awahou Foxton Community Board - 18 August 2025

Author(s)	Grayson Rowse **Principal Advisor - Democracy | Kaitohutohu Mātāmua - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. This report presents Council the minutes of Te Awahou Foxton Community Board meeting held on 18 August 2025.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receives and notes Report 25/536 Proceedings of Te Awahou Foxton Community Board - 18 August 2025 and the associated minutes.

B. That Council adopts the revised Foxton Beach Endowment Fund Policy, incorporating community feedback.

DISCUSSION | HE MATAPAKINGA

2. The following items considered by the Te Awahou Foxton Community Board meeting held on the 18 August 2025 require further consideration by the Horowhenua District Council:

   2.1. That Te Awahou Foxton Community Board endorses the revised Foxton Beach Endowment Fund Policy, incorporating community feedback, and recommends it to Council for formal adoption.

   2.2. The report to the Board, the draft policy as amended after consultation and the submissions on the consultation are attached as supporting documentation.

3. The following items considered by the Te Awahou Foxton Community Board Public Excluded meeting held on the 18 August 2025 require further consideration by the Horowhenua District Council and are included in Council's public excluded business for this meeting:

   3.1. Proposed Lease on Reserve Land at Foxton Beach

   3.2. Foxton Beach Motorcamp Lease – Funding of Retaining Wall Refurbishment

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A⇩	Te Awahou Foxton Community Board Report Foxton Beach Endowment Fund Policy - Endorsement 18 August 2025	687
B⇩	For adoption - Foxton Beach Endowment Fund Policy	695
C⇩	Foxton Beach Endowment Fund Consultation Feedback_Redacted - August 2025	705

File No.: 25/459

7.1 Foxton Beach Endowment Fund Policy - Endorsement

Author(s)	Ashley Huria **Business Performance Manager | Tumu Tutukinga Pakihi**
Approved by	Jacinta Straker **Group Manager Organisation Performance | Tumu Rangapū, Tutukinga Whakahaere**
	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. This report presents the outcomes of public consultation on the Draft Foxton Beach Endowment Fund Policy and seeks endorsement from the Te Awahou Foxton Community Board for the revised policy. The endorsement will enable the policy to be referred to Council for formal adoption.

This matter does not relate to a current Council priority.

EXECUTIVE SUMMARY | TE WHAKARĀPOPOTOTANGA MATUA

2. This report seeks endorsement from the Te Awahou Foxton Community Board for the revised Foxton Beach Endowment Fund Policy, following public consultation held from 30 June to 28 July 2025.
3. The policy has been updated to reflect community feedback and aims to continue to benefit the Foxton Beach community.
4. Overall, the consultation demonstrated broad support for the policy's direction.
5. Endorsement of the updated policy will enable it to be referred to Council for formal adoption.

DELEGATION OR AUTHORITY TO ACT | TE MANA WHAKATAU I NGĀ KAWENGA

6. The Board has delegation to endorse the policy through to Council for adoption.

SIGNIFICANCE ASSESSMENT | HE AROMATAWAI MATUA

7. This matter is assessed as not significant under Council's Significance and Engagement Policy.
8. However, given the fund's deep local importance and the community's strong interest in its governance and future use, the engagement undertaken has was tailored to ensure community voices were actively sought and meaningfully considered.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Report 25/459 Foxton Beach Endowment Fund Policy - Endorsement be received.

B. That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

C. That the Te Awahou Foxton Community Board endorses the revised Foxton Beach Endowment Fund Policy, incorporating community feedback, and recommends it to Council for formal adoption.

BACKGROUND | HE KŌRERO TŪĀPAPA

9. The Foxton Beach Endowment Fund was established under the Reserves and Other Lands Disposal Act 1968. With the last policy adopted in 2009, the need for a more structured and inclusive policy framework has become evident to ensure that the fund continues to deliver intergenerational benefit, aligns with modern governance expectations, and reflects the values and priorities of the community it serves.

10. In response to these needs, a working group comprising of representatives of the Te Awahou Foxton Community Board, Kerekere Ward Councillors and descendants of Papangaio J Block. The draft policy was formed over many workshops including a hui at Paranui Marae and subsequently approved for public consultation.

DISCUSSION | HE MATAPAKINGA

Consultation Approach

11. The public consultation ran from 30 June to 28 July 2025. To maximise awareness and participation, the consultation was supported by a tailored engagement strategy. Hard copies of the draft policy and supporting consultation material were made available at Te Awahou Nieuwe Stroom and the Foxton Beach Community Centre. The documents were also published online on Council's website to ensure wider accessibility. With the valued support of Wildlife Foxton Trust, printed consultation documents were delivered to every household in Foxton Beach.

12. Feedback was accepted via both hard copy and an online submission form. Regrettably, due to a technical issue, online feedback received prior to 20 July was not captured. This was promptly addressed by Council officers through targeted messaging encouraging the community to resubmit. While this response mitigated the risk, it is acknowledged that some feedback may have been lost.

Engagement Sessions

13. Three in person opportunities for engagement were offered:

Drop-In Sessions – Holben Pavilion, Foxton Beach (Thursday 17 July 2025)

- 3:00pm – 4:00pm: 6 adult attendees and 2 children engaged with 6 members of the working group.
- 6:00pm – 7:00pm: No attendees; 4 working group members present.

14. Key feedback from attendees at the first session indicated general comfort with the proposed policy direction. Discussion focused primarily on ensuring long term sustainability of the fund. Participants emphasised the importance of including mechanisms within the policy to prevent the fund from being depleted, such as clear stop point or threshold for spending limits. There were also comments around the policy's proposed funding cap, with suggestions that this aspect be reconsidered or reviewed to ensure it appropriately balances access and preservation. Additionally, there were comments expressing support for hapū involvement in both the development of the policy and any future opportunities related to the fund.

Community Meeting – Foxton Beach School Hall (Sunday 20 July 2025)

- 17 attendees participated in a structured discussion following a presentation by Board Chair John Girling, supported by 6 working group members in attendance.

15. Discussion during this session from an few highlighted a the community's interest in fund protection, with support expressed for retaining a cap to avoid overuse and ensure the fund's longevity. Attendees also requested additional clarity on the land assets associated with the fund and asked for a comprehensive financial history tracing the fund's income, use, and performance as far back as records would allow; this was subsequently added to the website.

16. Another key focus raised during the community meeting was the importance of managing the fund carefully and ensuring strong financial stewardship. Attendees emphasised the need to secure a good return on investment while also protecting the fund's capital for future generations.

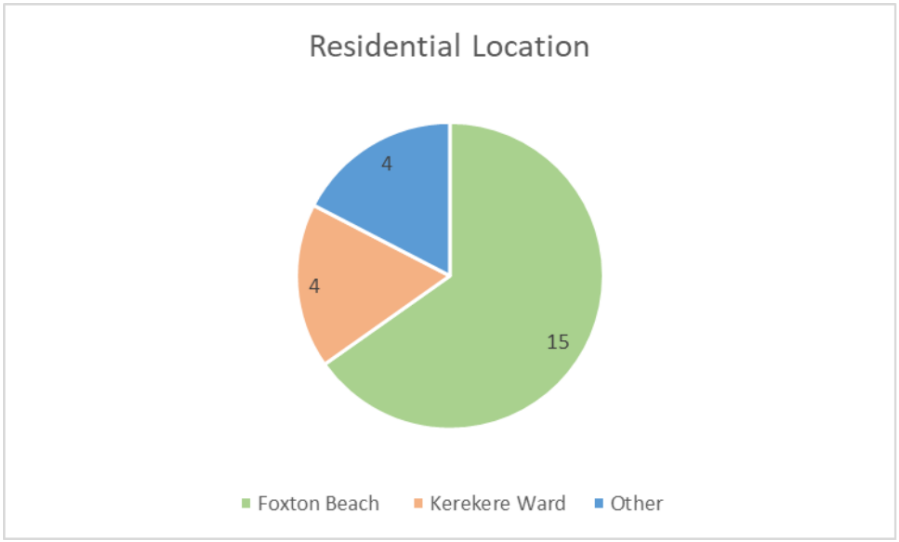
17. There were questions about how the fund would be applied across the wider Kerekere Ward, particularly in areas outside of Foxton Beach, with some uncertainty about the geographic scope and eligibility for funding.

18. Participants also highlighted the need for greater transparency and clarity around all aspects of the fund, including how it operates, what it supports, and how decisions are made.

19. Operational questions were raised, such as who would be responsible for administering the fund and how the application process would be managed. Importantly, there were questions around how the core principles outlined in the policy would be upheld when allocating grants.

Summary of Community Feedback

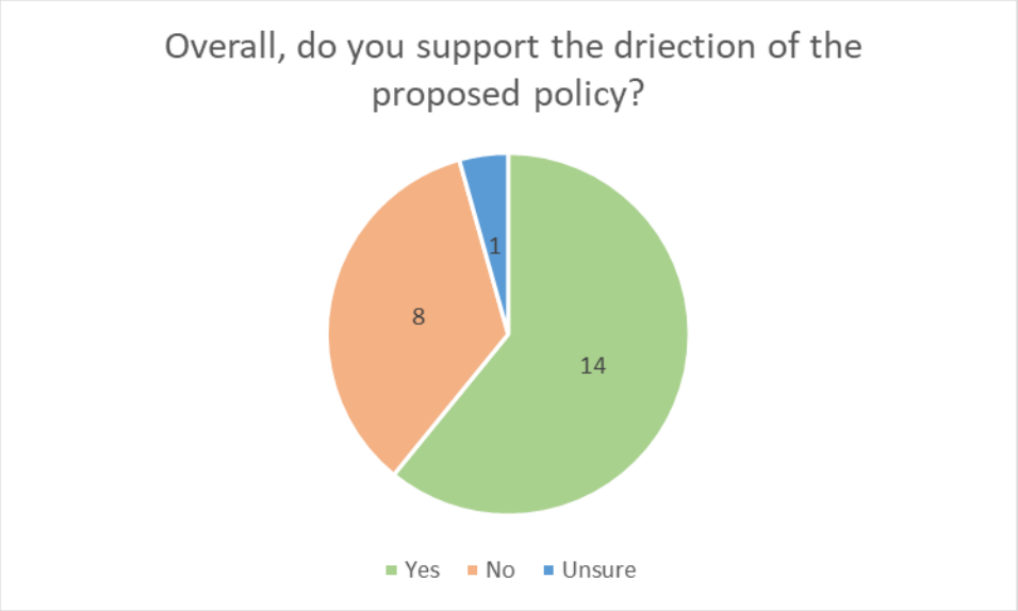
20. There was a total of 23 feedback forms received, 15 were residents of Foxton Beach, with a further four residing elsewhere within the Kerekere Ward. The remaining four lived outside the ward; however, two of these submitters indicated a connection to Foxton Beach or noted they were ratepayers.



21. Submitters were asked: "Do you support the direction of the proposed policy?" Of the 23 formal submissions received, 60.8% - 14 expressed support, 34.7% - 8 did not support the proposed direction, and 4.3% - 1 submitter indicated partial support. Among these, 15 were

from Foxton Beach residents, 4 from within the wider Kerekere Ward, and 4 from outside the ward—2 of whom noted they were ratepayers or had a connection to the area.

22.



23. Community engagement revealed a generally strong level of support for the proposed policy, particularly around the goals of improving transparency, strengthening governance, and

embedding cultural recognition. However, it also highlighted areas where further refinement and clarification are necessary.

24. The majority of submitters support the direction of the policy, stating it reflects the fund's original purpose while improving governance, transparency, and community benefit.

Submissions particularly welcomed:

- Inclusion of hapū in governance and decision-making
- Recognition of the Papangaio J Block's historical context
- Stronger accountability mechanisms
- Community-led approach with clearer criteria for funding

25. The key themes from feedback are as below:

Governance and Representation

26. There was not strong opposition to hapū involvement. While some submitters saw inclusion as overdue and appropriate, others questioned the legitimacy of unelected representatives. There was support for transparent appointment processes.

Financial Stewardship

27. A strong theme of safeguarding the fund emerged. Submitters supported mechanisms such as spending thresholds and retaining a "cap" as a buffer against depletion. There was a clear expectation of long term, intergenerational responsibility.

Policy Clarity and Communication

28. Submitters highlighted the need for consistent use of terminology throughout the policy, particularly terms such as "community" and "residents," to avoid ambiguity.

29. Submitters would also like to see clear operational details regarding how the fund will be administered, how grant decisions will be made, and how transparency will be maintained across all aspects of the process.

Scope and Eligibility

30. Submitters expressed mixed views on whether the fund should be extended to apply more broadly across the Kerekere Ward. While some supported the idea of broader eligibility, many emphasised that Foxton Beach given its historical connection to the fund should remain the primary and prioritised beneficiary.

Priorities and Use of Funds

31. Submitters expressed support for strategic investment in key community priorities, particularly infrastructure, climate resilience, and wellbeing. However, some raised concerns that cultural or environmental projects could be prioritised at the expense of tangible infrastructure improvements that serve immediate needs.

32. There were also calls to explore external investment options for the fund, including the use of independent financial advisors.

Response to community feedback

33. The feedback received during consultation provided valuable insights into community sentiment and helped to shape the final version of the policy. Careful consideration has been given to the wide range of perspectives shared and the following responses to key themes raised:

Governance and Hapū Involvement

The inclusion of descendants' representatives reflects the fund's origins, which are tied to land from the Papangaio J Block. The involvement in governance acknowledges this

historical connection and aligns with Council's commitment to partnership. This involvement is at an advisory and workshopping level and does not impact the elected member only decision making approach that will continue.

Use of the Fund and Project Priorities

34. The policy continues to prioritise outcomes that benefit the Foxton Beach community. While some submitters were concerned about emphasis on cultural or environmental initiatives, the policy makes clear that funding may support a range of eligible projects including infrastructure and community wellbeing, provided they align with the fund's principles and deliver public benefit.

35. A future asset utilisation strategy which will sit alongside the Council's overall property strategy and funding criteria will further refine project priorities and ensure a balanced approach.

$5 Million Cap and Financial Safeguards

36. There was strong support for maintaining the $5 million cap. In response, the revised policy includes mechanisms that require caution by requiring a business case that aligns with principles of the policy and approval by Council for the fund to drop below the $5 million cap.

37. The fund's ongoing growth and sustainability remain a top priority.

Kerekere Ward Scope

38. While the act allows the fund to support projects in the wider Kerekere Ward, the policy retains a strong focus on Foxton Beach. The Council and Community Board, as the local governance body, will continue to ensure that funding decisions are aligned with local priorities and reflect the principles set.

Clarity and Communication

39. Feedback on language and accessibility has been addressed through edits to ensure consistent terminology and remove ambiguity. A communications plan will support awareness of the policy's intent and application process.

Investment and External Advice

40. The suggestion to explore external investment options is supported to some extent, but will be dependent upon a risk assessment based on the risk profile which is to be developed . While operational investment decisions remain outside the policy itself, officers acknowledge the importance of seeking independent risk/benefit advice should such steps be pursued, to ensure risk is appropriately managed and returns support the fund's long term objectives and ensures prudent financial management

Options | Ngā Kōwhiringa

Options | Ngā Kōwhiringa	Benefits | Ngā Whiwhinga	Risks | Ngā Mōrearea
Option A (recommended) Endorse the revised policy	• Reflects and integrates feedback based on perspectives received during consultation process. • Establishes a strong foundation for transparent, modern fund governance.	• Minimal dissatisfaction from some community members of those seeking different priorities. However, this can be mitigated by clear communication, ongoing review, and continued partnership with hapū

	• Provides clarity on principles, priorities, and process for future grant making.	and the community.
Option B Endorse the draft policy as consulted on.	• Recognises the work already undertaken.	• Misses the opportunity to strengthen the policy based on more recent or nuanced feedback. • May be perceived as not fully responsive to community voices.
Option C Complete further work and delay endorsement	Allows for further consultation or policy adjustments.	• Delays much needed policy updates. • New triennium therefore policy may change direction which could mean full policy rework.

ENGAGING WITH MĀORI | TE MAHI TAHI KI TE MĀORI

41. Papangaio descendants representation and inclusion in the working group to create the policy acknowledges the whenua from which the fund was established. The draft policy enabled a working group approach with dedicated representation and outlines principles of partnership. Feedback from participants supported this direction.

FINANCIAL AND RESOURCING | TE TAHUA PŪTEA ME NGĀ RAUEMI

42. There are no direct financial implications from endorsing the policy. The fund itself remains intact, and its use will be governed by the updated policy.

LEGAL AND RISK | TE TURE ME NGĀ MŌREAREATANGA

43. This report and the consultation process comply with the Local Government Act 2002. The primary risk relates to community trust and perception; failure to adopt a robust, community informed policy may reduce public confidence. The revised policy mitigates this through clear principles, process, and accountability mechanisms.

POLICY IMPACT | NGĀ PĀTANGA I NGĀ KAUPAPA HERE

44. The policy supports Council's strategic priorities, including community wellbeing, partnership, and financial sustainability. It modernises an outdated policy.

COMMUNICATIONS AND ENGAGEMENT | TE WHAKAWHITI PĀRONGO ME TE MAHI

Communicating with our Community | Te Whakawhiti Pārongo ki te Hapori

45. A communications plan will be developed following outcome of this meeting to ensure the community is fully informed of the policy outcome and next steps. Information will be shared through Council's website, social media, and local networks.

NEXT STEPS | HEI MAHI

46. The revised policy if endorsed will be presented to Council for adoption in September 2025.
47. Final materials will be published and distributed.
48. Officers will prepare implementation guidance and resources for future applicants.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A	DRAFT - Foxton Beach Endowment Fund Policy v4.1 - Amended following consultation	
B	Foxton Beach Endowment Fund Consultation Feedback - August 2025	

DRAFT - Foxton Beach Endowment Fund Policy v4.1

Date adopted



Contents

Contents 2
Purpose 3
Commencement 3
Governance Statement 3
Values 4
Scope 6
Investment 7
Property Utilisation Strategy 7
Legislation Provisions 7
Investment Objectives 8
Preservation and Risk Management 8
Operational Management 9
Annual Funding Capacity and Prioritisation 9
Funding Rounds and Application Process 9
Assessment and Review Process 9
Definitions 10
References 10
Review 10

DRAFT

Creation/Review	Date	Date of adoption	Summary of changes
Review xxx 2025	March 2025		

Purpose

This policy provides an overview of the Foxton Beach Endowment Fund's intent, ensuring clarity and certainty around its purpose, use, and ongoing development.

This policy is to guide the management, distribution, and retention of the Foxton Beach Endowment Fund in a manner that ensures long term sustainability, transparency, and alignment with the values and priorities of the Foxton Beach community.

It outlines the criteria for funding, the application process, and the decision-making framework, including provisions for retaining funds, imposing moratoriums, and setting a clear risk appetite. This policy supports responsible stewardship of the fund to achieve both present and future community benefit.

Commencement

The policy was adopted on xxx and came into effect that day.

Governance Statement

The Foxton Beach Endowment Fund Policy sets out a clear and transparent framework for decision making. The objective of the policy is to protect and grow the value of the fund, while guiding investment and expenditure decisions in a way that reflects the aspirations, values, and priorities of the Foxton Beach community - including alignment to key pou within the Foxton/Foxton Beach Community Plan (Foxton Futures).

All decisions made under this policy must contribute to sustainable outcomes and uphold the principles of kaitiakitanga (*guardianship and protection of land, water and natural resources for future generations*), maanakitanga (*uplifting the community through generosity, care and social cohesion*), and rangatiratanga (*the right of the community, including local iwi and hapū, to influence decisions affecting its assets and future*). This ensures the fund is utilised in a way that is sustainable, responsible, fair, and future-focused.

The Foxton Endowment Fund is more than a financial resource; it is a legacy tool for community-led stewardship of land and assets - supporting sustainable economic growth, environmental restoration, and the protection of our[1] shared heritage. This policy is anchored in the history and aspirations of the original owners of the Papangaio J Block (referred to from this point as Hapū[2]), whose connection to the land forms the very foundation of the fund.

While the descendants of Papangaio are hapū members, they are also an integral part of the broader Foxton community. This policy has been strengthened to have a more collaborative, hapū-led approach built on shared values and mutual respect will strengthen outcomes for all. Considering our collective histories and the impacts they have had on our people and whenua means we need to embed a genuinely interwoven approach to governance, where diverse worldviews, lived experiences, and cultural relationships to the land are valued and reflected.

Decision making under this policy will occur most effectively through partnership, not just engagement, ensuring that all voices are heard, valued, and actively included. This approach affirms

[1] Definition – "Our" meaning residents and community of Foxton Beach including descendants of Papangaio J Block
[2] Throughout this document, the term *Hapū* refers specifically to the descendants of the Papangaio J Block.

that lasting, equitable outcomes are best achieved when governance, development, and investment decisions are shaped with the community, by the community, and for the community.

This will allow the Foxton Endowment Fund to be understood not only as a mechanism for financial management, but as a platform for intergenerational restoration, shared responsibility, and enduring community wellbeing.

The Principle

The fundamental driver for the values that follow are “by us for us”.

This principle affirms the right of the Foxton Beach community, which includesFoxton Beach residents and the descendants of the Papangaio J Block, to lead and benefit from decisions about the land, the fund, and its future in line with its original intent. Governance, development, and funding decisions will be co-designed and co-determined by the community, inclusive of the descendants of the original owners of Papangaio J, with formal mechanisms that ensure inclusive, respectful, and equitable participation. A collaboration and partnered approach will be the foundation of all decisions, not only to distribute resources, but to guide the active stewardship of whenua, investments, and long-term benefit.

Key Commitments:

- A joint collaborative approach with hapū and community board working together to make recommendations to Council.
- All land use and funding decisions will align with the priorities determined by community and Papangaio J Block descendants, protect whakapapa relationships to whenua, and advance intergenerational wellbeing.
- Separately managing the endowment assets from general Council assets through The Foxton Beach Endowment Fund Property Utilisation Strategy.

This approach supports intergenerational stewardship and ensures that the fund’s administration is aligned with principles of equity, inclusion, and partnership, thereby protecting the integrity and legacy of the endowment fund for the future.

Values

There are four core values guiding and the distribution of funds. These are:

1. Our Heritage and Culture

This acknowledges the fund’s historical origins and impacts and recognises the importance of cultural development. This includes review and consideration of where protection of sites like Te Wharangi, Papangaio need to be considered in The Foxton Beach Endowment Fund Property Utilisation Strategy, and honouring the collective historical connection our community has to these areas.

- Identify and protect wāhi tapu, mahinga kai, and culturally significant sites across all endowment lands.
- Prioritise heritage restoration, cultural development opportunities, and storytelling projects.
- Recognise and embed historical accounts as a foundation principle in all policy decisions.
- Prioritise funding for marae infrastructure, housing, and cultural revitalisation projects connected to the original owners.

- Monitor and report annually on how the fund is advancing justice and equity for hapū.

2. Recreation & Conservation

Our coastline, dunes, and waterways will be preserved as taonga tuku iho (treasures passed down). The wellbeing of the land, wildlife, and water is directly tied to the wellbeing of our people. The fund will invest in projects that enhance ecological resilience, promote access to natural spaces, and ensure Foxton Beach remains a place of renewal for all generations.

Key Commitments:

- Fund dune restoration, wetland enhancement, and water quality improvement projects.
- Support eco-education, sustainable recreation, and habitat protection initiatives.
- Recognise conservation as a shared and public amenity.

3. Economic Development with Intergenerational Integrity

The fund should grow through wise use of its assets. We will generate income in a way that strengthens the fund, while ensuring we retain ownership of the land in perpetuity when designated as per The Foxton Beach Endowment Fund Property Utilisation Strategy. Development must occur under models that uphold our rangatiratanga, protect the whenua, and guarantee long term community benefit.

Key Commitments:

- Agreed areas of land are never to be sold, only developed under leasehold, Joint venture, or other mechanisms that retain ownership[3].
- All commercial development will align with community values, be environmentally responsible.
- Sustainable development – projects and investments must balance growth with environmental responsibility, ensuring intergenerational benefit without compromising core values.

4. Wellbeing and Community

Community wellbeing is at the heart of the Foxton Beach Endowment Fund. Investment decisions must uplift and strengthen the social, cultural, environmental, and economic fabric of Foxton Beach, creating tangible and lasting benefit for all. This includes ensuring access to spaces, services, and opportunities that promote resilience, equity, inclusion, and connectedness now and for future generations.

The fund will actively support initiatives that enhance quality of life, address local needs, and nurture a thriving, empowered community. This value acknowledges that true wellbeing is interwoven across all areas of life from healthy environments and safe recreation spaces to cultural belonging, social support, and economic security.

Key Commitments:

- Prioritise funding for initiatives that promote hauora (holistic wellbeing), including health, community safety, and social connection.

[3] As identified in The Foxton Beach Endowment Fund Property Utilisation Strategy

- Support projects that build local capacity, celebrate diversity, and empower rangatahi, kaumātua, whānau, and all residents.
- Enable access to high quality community amenities, recreational opportunities, and inclusive public spaces.

Scope

This policy applies exclusively to the Foxton Beach Endowment Fund. It governs the use, investment, management and oversight of the fund and outlines how it is to be used to benefit the long term wellbeing, sustainability and prosperity of the community of Foxton Beach.

Applicability

The fund is intended to benefit the community of Foxton Beach. In some cases, funding may be applied to projects located outside the Foxton Beach township but within the Kere Kere Ward, provided that the service or amenity benefits Foxton Beach residents.

Activities

The policy applies to the use of the proceeds from the lease, endowment land sale, or investment of Foxton Beach endowment land. It also covers the governance and oversight of fund related decisions, investment or surplus funds, and evaluation of project eligibility and prioritisation.

People/Groups

Horowhenua District Council acts as the custodian of the fund and is responsible for all investment and expenditure decisions, with the Te Awahou Foxton Community Board and the Foxton Beach Community, including Iwi, playing an advisory, recommendation and advocacy role.

Exclusions

The policy does not apply to:

- General Council funds or properties outside the endowment framework,
- Services or amenities outside the Kere Kere Ward unless directly benefiting Foxton Beach community such as the connection to local marae (Paranui/Motuiti).

Limitations

The Reserves and Other Lands Disposal Act 1968 specified conditions on the use of funds, which still apply:

> *The council shall from time to time spend the net proceeds from the sale or lease of any of the endowment land on the provision of* ***services and public amenities for the benefit of the inhabitants*** *of Foxton Beach Township,* ***or on the improvement, maintenance, or repair of any such services and amenities, or on the improvement, maintenance, or repair of any existing services or public amenities****. For the purposes of this subsection, the term ``services'' includes roads, road lighting, water supply, drainage, sewerage, and other public works.*

Council has added to this purpose of the Freeholding Account as:

- Providing an alternative source of funding.
- Advancing capital works.
- Facilitating amenities and services of Foxton Beach that may not be provided by Council.

Investment

The investment approach is to intentionally grow the fund through sustainable asset stewardship. This ensures the long-term viability and impact of the Foxton Beach Endowment Fund, prioritises growing and sustaining our heritage, environmental, commercial, and cultural asset portfolios - not just drawing from the fund. This means actively investing resources into enhancing the value and utility of current endowment assets, while also seeking opportunities to acquire new land or assets that align with the community's vision.

Rather than spending the fund's financial reserves, there is a commitment to limiting grants and allocations from the fund to investment earnings from the fund. There is also opportunity to redirect investment earnings and assets into property-based portfolios in line with the principles of the policy. This approach not only sustains the fund's capital but creates enduring community, cultural, and environmental returns.

Key to the management of the fund is a commitment to long-term preservation, financial security, and self-sustainability ensuring that the fund is not only protected, but continues to grow. This approach reflects a deliberate shift from a mindset of consumption to one of investment, regeneration, and active stewardship, strengthening the fund's role as a secure and enduring legacy for Foxton Beach and future generations.

The Foxton Beach Endowment Fund Property Utilisation Strategy

To support a more strategic and considered approach to managing the Foxton Beach Endowment Fund assets, the Council, Te Awahou Foxton Community Board and hapū are signalling an intent to develop a dedicated Foxton Beach Endowment Fund Property Utilisation Strategy. This would represent the next step in ensuring the land and assets associated with the fund are managed in a way that reflects both long-term community benefit and alignment with local values, aspirations, and cultural context.

The development of this strategy would involve engagement with hapū partners and the Foxton Beach community to help shape a clear, forward looking framework. It is intended to sit alongside, but remain distinct from, the broader Horowhenua District Council Property Strategy, with a specific focus on the purpose and potential of the endowment lands.

Legislation Provisions

The Local Government Act 2002 requires:

- investments to be managed prudently and in a manner that promotes the current and future interests of the community (s.101 (1)).
- an Investment Policy to be adopted by Council (s.102 (4)(c)).
- specific content of such a policy (s.105).
- the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community (s.101 3(b)).

The Council must also make its investments in accordance with the provisions of the Trustees Act 1956 as they apply to the investment of trust funds. In exercising its powers of investment, the Council is required to exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of others.

Investment Objectives

In making investments, Council may consider and aim for:

- Achieve a long-term return net of fees and costs that exceeds the Council's cost of borrowing.
- Invest responsibly and avoid prejudice to the Council's reputation as a responsible steward of ratepayers' assets.
- Maintain an overall risk level that is sufficient to achieve the investment objective while having regard to the soundness of the broader Council balance sheet.
- Where Strategic Investments are made that may not pay their way in purely financial terms – for example, because they have partly social or community objectives – then the return objectives for those investments will be clearly defined.

Investment advice will be sought through both independent advisors and through Council mechanisms to ensure responsible and informed decision making.

Preservation and Risk Management

The fund has been built up to a total of $5 million in cash and should remain above that level unless the Te Awahou Foxton Community Board endorse, and Council approve, a business case for investment which aligns with the values of the policy, and therefore allowing the fund to drop below the $5 million cap.

The mix between cash funds and assets may change if the fund is used to invest in assets or assets are sold through the consideration of The Foxton Beach Endowment Fund Property Utilisation Strategy. There is no obligation under this policy to distribute funds on an annual basis. The Council and the Board may decide to retain all or part of the funds above the threshold amount in any given year to ensure the fund's long-term sustainability.

The Council or the Board may impose a moratorium on fund distributions for a defined period to safeguard the fund's longevity and to maximise its future earning potential.

Within six months after a Local Government Election and the appointment of a new Board, the Council and Board will adopt a Risk Appetite Statement. This statement will reflect a considered approach (prudent, medium, or high risk) balancing investment returns with cultural, environmental, and financial safeguards.

Operational Management

Annual Funding Capacity and Prioritisation

At the start of each financial year, Council Officers, working in partnership with the Te Awahou Foxton Community Board and hapū representatives will assess the fund's financial capacity to support grant distribution. This assessment will guide whether a contestable funding round will proceed for that year.

To ensure the long term sustainability of the fund, if funding has been distributed for two consecutive years, the default position in the third year will be to pause community distributions. Instead, focus will shift toward strategic development projects aligned with the policy's values and goals. This ensures a balance between immediate benefit and future growth.

Any proposed deviation from this policy framework must be undertaken transparently, and only following consideration of The Foxton Beach Endowment Fund Property Utilisation Strategy and meaningful engagement with the Foxton Beach community and hapū. This ensures shared decision making remains central to the fund's operation.

Funding Rounds and Application Process

The Foxton Beach Endowment Fund will operate under a structured funding model to balance responsiveness and transparency:

Funding Rounds

Two competitive funding rounds will be held each year (unless a moratorium is in place or a decision has been made to withhold distributions for that year). These rounds will be publicly advertised and follow a formal application and assessment process.

Funding Limits

A maximum grant of up to 100% of the total project cost may be awarded to any single project.

Funding Categories

Applications will be considered under the following categories:

- Heritage and Culture.
- Recreation and Conservation.
- Economic Development with Intergenerational Integrity.
- Wellbeing and Community.

Assessment and Review Process

The assessment process is designed to uphold transparency, cultural input, and community led governance.

- Council Officers – Initial administration duties to collate, verify applications against assessment criteria and request any further information.
- A Working Group of the Te Awahou Foxton Community Board, with equal representation from hapū - will receive officer assessments and applications. Through collaborative workshops, the group will review and discuss the applications in detail. The Working Group may request additional information as needed.

- Final decision – Applications will be included on the agenda for resolution at a formal Te Awahou Community Board meeting. The Board's recommendations will then be submitted to Council for final approval.
- Council – Approve or refer back to the board for further consideration. If clarification or further work is required, the matter is referred back to the Board once only for response, before Council makes its final decision.

Sensitive information and privacy will be maintained during this process.

Definitions

The Foxton Beach Endowment Fund was previously known as:

- Foxton Beach Freeholding Account;
- Foxton Beach Freeholding Fund;
- Freeholding Account;
- Endowment Fund;
- Endowment Land;
- The Fund; and
- Any combination of the above.

Throughout this document, the term *Hapū* refers specifically to the descendants of the Papangaio J Block.

References

Reserves and Other Lands Disposal Act – 1956
Reserves and Other Lands Disposal Act – 1965
Reserves and Other Lands Disposal Act - 1968

Review

Initial review within three years and there after every 10 years unless required earlier, on an as needed basis.

DRAFT

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logo

Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 21/07/2025

First name: Bruce **Last name:** Imrie

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answerIt still follows the original intention. Is an appropriate update of the endowment fund rules/documentation.

Is there anything else you think should be reflected in the policy?

The so called cap is a concern. It may in the future because of unknown natural or manmade circumstances be beneficial to the Foxton beach Community to use reserve (capped) funds to benefit / enhance the lives / facilities for the residences.

Thank you to the board members and staff of HDC for information sessions and the public meeting. Both useful, pity the so called concerned people mentioned at the meeting did not attend.

logo

Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 21/07/2025

First name: Irene **Last name:** Wakefield

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
No

If no, do you live in the Kere Kere Ward?
Yes

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answer

The policy appears to be a strong and thoughtful starting point for the safeguarding and future growth of the Foxton Beach Endowment Fund. I acknowledge the efforts made to develop a more structured and transparent approach to its governance and use.

I'm particularly pleased to see the inclusion of hapū and descendants of the Papangaio J Block in the development of this policy and the funding panel. This signals an important step toward honouring the fund's historical and cultural context, and I commend the team for embedding that connection into the governance framework.

Overall, I believe these documents set the foundation for long-term success, and I recommend that the Council support their continued development. I also look forward to hearing about the development of Utilisation Strategy and Funding Criteria in due course, as these will be key to operationalising the intent of the policy.

Is there anything else you think should be reflected in the policy?

I recommend the following additions to the current framework:

1) A clearer safeguard around the $5 million cash asset threshold.

2) Clarity around the beneficiary of the fund

2

1) A clearer safeguard around the $5 million cash asset threshold:

I do not believe the fund should fall below the 5 million dollar threshold without broad and transparent consultation with the Foxton Beach community and active engagement with hapū.

While the Kilmister Block was referenced as a possible justification for going below the $5 million threshold, I believe such decisions should be enabled only under the following conditions:

- Formal endorsement from both the Community Board and hapū;
- A 2–3 year moratorium on further drawdowns to allow the fund to replenish above $5 million; this moratorium should be lifted only once the fund exceeds the $5 million threshold again;
- A formal review of the fund and the policy must be triggered within 12 months of the threshold being crossed.

This approach respects both the mana and sustainability of the fund while still allowing for strategic investment opportunities to be considered in good faith.

I fully support the fund growing beyond the $5 million threshold and believe there should be no cap placed on its potential for growth.

2) Clarity around the beneficiary of the fund

At times the policy references 'community' and in other instances 'Foxton Beach.' At the consultation hosted on Sunday, The Te Awahou Foxton Community Board Chair, referred to 'Foxton Beach Residents.' I believe there should be consistency used in the terminology.

The document also references 'us' and 'our'. Again, I believe clarity in who is being referenced here and consistence used in terminology should be applied.

3

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 21/07/2025

First name: Mike **Last name:** Fletcher

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
No

Please explain your answer

If the fund exists to benefit the whole Foxton Beach community why are heritage restoration, cultural development opportunities, story telling projects, marae infrastructure, housing and cultural projects connected to the original owners being prioritised?

I would question how much appetite exists amongst the Foxton Beach community for more spending on Heritage and Culture projects given the amount already invested in recent years e.g. the Te Awahou Nieuwu Stroom museum. I believe this policy should be put to the whole community through a referendum which could be included with the local elections rather than the usual consultation process which I suspect will garner limited responses.

Is there anything else you think should be reflected in the policy?

The Consultation Document states that the Rold Act is to support Foxton Beach community projects including but not limited to infrastructure upgrades and cultural facilities. The draft policy document makes little reference to investment infrastructure. Given the existential threat to Foxton Beach from sea level rise and Climate change I believe there should reference in the policy document to investing in infrastructure as well as the other activities noted.

4

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 21/07/2025

First name: Patricia **Last name:** Hapuku

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
No

If no, do you live in the Kere Kere Ward?
No

If no, please tell us where you live

Taupo

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answer

5

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 21/07/2025

First name: Georgina **Last name:** Gregory

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
No

If no, do you live in the Kere Kere Ward?
No

If no, please tell us where you live

Mokai

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answer

6

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 22/07/2025

First name: Dave **Last name:** Wilson

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
No

If no, do you live in the Kere Kere Ward?
No

If no, please tell us where you live

Marton

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answerThe purpose statement is in keeping with the original intent. PS Direction is spelt wrong above

Is there anything else you think should be reflected in the policy?

Whilst i dont live at foxton beach I have brach house there and am a ratepayer , I am at the beach 3 days a week and have been for nearly 15 years. I have seen much improvement during this time and would like to see this continue. Lease money and money from sales will demimish over time so investments out side of HDC to support the fund may need to be considered, if the new policy allows this to be done? Independent external advisors may be required if this is possible and to be considered. Thanks Dave

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 22/07/2025

First name: Deborah **Last name:** Te Puni

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
No

If no, do you live in the Kere Kere Ward?
No

If no, please tell us where you live

Palmerston North but Foxton is my Turangawaewae

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answer

I support the proposed changes to the Foxton Beach Endowment Fund Policy. For too long, decisions about this fund have been made without those of us who whakapapa to Papangaio J, despite the land being taken from our tūpuna and used to establish the fund in the first place.

This updated policy is a step toward putting that right. It recognises the need for our involvement and provides a path for our voices to be part of the decision-making going forward.

We acknowledge and appreciate the recent funding support provided to both Paranui and Motuiti Marae. Ngā mihi to the current governance and the Foxton Community Board for taking this step. It's a positive move toward better partnership and accountability.

I support the formation of a working group with one representative from each of our hapū — Ngāti Tūranga, Ngāti Rākau, and Ngāti Te Au — to ensure the fund is managed in a way that reflects our whakapapa, our history, and our collective future.

Is there anything else you think should be reflected in the policy?

To strengthen the policy, it could include:

7

- Guaranteed reinvestment of part of the fund into kaupapa Māori projects that benefit descendants of Papangaio J.
- Mandatory cultural impact considerations for all funding decisions.

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 23/07/2025

First name: Perry **Last name:** Davies

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
No

Please explain your answer

9

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 23/07/2025

First name: Julia **Last name:** Turnbull

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answerSeems balanced to me - wellbeing and community at the heart of it.

Is there anything else you think should be reflected in the policy?

No.

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 23/07/2025

First name: Darryl **Last name:** Lark

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
No

Please explain your answer

There is no need to supply funding to the original owners of the land. Iwi had full and final Treaty settlement from the Crown in 2016.

There is no need for consultation with Hapu / Iwi for this fund as it was not created for that purpose. It was created to support all residents not specific ethnic groups, and this proposal suggests co governance with Hapu which is completely out of order with what the fund was originally created for. If Hapu concerned want a fund to access for projects they should approach their Iwi.

Any board or committee established to manage this fund must be elected by the Foxton Beach ratepayers / residents. There is no place for HDC appointed representatives who will potentially have a bias towards HDC agendas. This is a fund for Foxton Beach and any actions taken must be of benefit to **all** residents

Is there anything else you think should be reflected in the policy?

The current 50% contribution must remain to ensure any proposed project has some form of commitment from those applying for funds. Removing that requirement will encourage half baked projects being proposed where the people or agency have no skin in the game

11

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 27/07/2025

First name: Michelle **Last name:** Connor

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answer

logo

Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 28/07/2025

First name: Linda **Last name:** Savage

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
No

If no, do you live in the Kere Kere Ward?
Yes

Overall, do you support the driection of the proposed policy?
No

Please explain your answer

MY SUBMISSION

1. AN EXTENDED AND ADVERTISED EXTENSION OF TIME VIA NEWSPAPERS ON THE SUBMISSION PROCESS SHOULD BE GRANTED TO THE COMMUNITY. The consultation period is TOO SHORT considering HDC lost ALL ONLINE SUBMISSIONS up until the 21st day of the consultation. This left 7 days for online submissions.

   People who have done the online submission would have no reason to go back to the HDC webpages to know of HDC's 'Important Notice' that the submissions were lost and to be informed to redo them, this is undemocratic, therefore, FURTHER CONSULTATION WITH THE PEOPLE IS REQUIRED TO UNDERSTAND THE CHANGES BEING PUT INTO THE POLICY AND TO HAVE THIER SUBMISSIONS COUNTED IF THEY RESUBMIT THEM RETROSPECTIVELY.

2. I do not agree funding 100% of an application rather than the current 50%. Keep the maximum contribution from the fund at 50% of any total project cost but allowing for the application for a second round of funding if needed to encourage other avenues of funding for projects to be investigated and pursued.
3. I would like a cap amount always retained.
4. I would like it retained that the fund only be used on items included in the HDC LTCCP 10YR PLAN or the Annual Plan and retain consultation via LTCCP & FCB so the Foxton Beach community can play an advisory, recommendation and advocacy role alongside the newly established working group.
5. I would like the policy to retain the clause "Any works related to growth should be funded from Development Contributions and not the Free-holding a/c"
6. Included within the policy document is that the fund may be used for "dune restoration, wetland enhancement, and water quality improvement projects. Support eco-education, sustainable recreation, and habitat protection initiatives" I believe these activities would fall under DOC & Horizons care and in other funding arenas e.g. HDC Coastal Resilience Programme and these activities are not the original concept of the fund for infrastructure etc at the beach for the beach community and therefore I do not agree to these activities being included within the policy.

12

7. I do not agree with the new Prioritisation clause as it shouldn't favour one part of the population over another and other funding avenues would be more appropriate for these items, also, considering the reciprocates of this policy wording are pre-settlement, perhaps issues in this arena could be dealt with under Treaty of Waitangi claims.

   I would like the following sentences removed from the policy:

   "Prioritise funding for marae infrastructure and housing, connected to the original owners".

   and retaining in the new policy the other points:

   "Prioritise heritage restoration, cultural development opportunities, and storytelling projects".

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 28/07/2025

First name: Brett **Last name:** Russell

☑ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
Yes

Please explain your answer
The Horowhenua District Council is dealing with an important policy issue that balances prudent financial stewardship with the need to support community development. The Foxton Beach Endowment Fund, as governed by the Reserves and Other Lands Disposal Act 1968, exists to serve the community of Foxton Beach by funding public services and amenities. The council's proposed review to remove the $5 million cap on the fund touches on core principles of intergenerational equity, community benefit and financial stability. However, here are the compelling reasons to maintain the $5 million Cap: 1. Financial Sustainability & Risk Mitigation • The cap has functioned as a protective threshold, ensuring the fund is not over-drawn or depleted in short term spending cycles. • It acts as a "rainy-day fund", protecting Foxton Beach against economic downturns, natural disasters, or urgent infrastructure needs. 2. Intergenerational Equity • Retaining the cap helps ensure future generations of Foxton Beach residents benefit from the fund, not just today's population. • Aligns with the principle of sustainable public finance, where long-term community well-being is prioritised. 3. Discipline in Fund Allocation • With a cap, there is typically more scrutiny on what qualifies for funding, encouraging responsible spending and focus on high-priority projects. • Reduces pressure for politically popular but economically unsound expenditures. 4. Perceived Stability & Trust • The cap may offer reassurance to our Foxton Beach community that the fund is being managed conservatively and responsibly. • Maintains confidence in the Council's and Te Awahou Foxton Community Board's stewardship and prevents accusations of misuse or short-termism. 5. Inflation Hedging • Maintaining a sizeable principal allows for continued investment growth to off-set inflation, preserving the fund's real value over time.

Is there anything else you think should be reflected in the policy?

No. All other aspects of the proposed changes to the fund look fine to me. Nga mihi.

14

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Feedback on Foxton Beach Endowment Fund Policy

Submitter Details

Submission Date: 28/07/2025

First name: Sally **Last name:** Tabram

☐ Please tick this box if you want to keep your contact details private

Email: [redacted]

Feedback

Do you live in Foxton Beach?
Yes

Overall, do you support the driection of the proposed policy?
Unsure

Please explain your answer

Yes but there are finer details that need to be addressed and plans put in place.

Whilst we live at Foxton Beach, we don't often go to the beach itself. The reasons for this is the level of inappropriate motorbike, car, quad bike and buggy use. This is not only on the beach but always in the dunes too. The signage is exceptionally poor at the beach and so many people I believe are unaware of the rules around the dunes. There are also many locals who go into the dunes with their vehicles as it is their "right".

When the vehicle access points to the dunes are blocked by locals with logs etc, those logs are just repeatedly removed. There is no policing of this activity at the beach, nor the speeding, nor the doughnutting, nor the racing, nor for people running their dogs every day alongside their vehicles (which is obviously highly dangerous, impolite to other beach users and against the law as the dog has to be under control) - they also do not pick up the excrement that dog produces either.

Clear signs are needed, patrols are needed and if photographic or video evidence is produced then the relevant fines need to be followed through with.

Dogs - walking dogs here at the beach is a lottery. We have had our ute attacked on the beach by dogs and our previous dogs have been repeatedly attacked, we have been bailed up by dogs jumping fences too. There have been many incidences of dogs running on the beach and either people or other dogs that are on leads being attacked. This year has been the worst year.

Both vehicular behaviour on the beach and dogs needs to be better addressed so the public are both aware and safe.

BETTER SIGNAGE, BETTER POLICING (in whatever form).

14

etcetera that mean it it is not a safe place to sunbathe not a safe place to swim the noise is pretty unbearable and watching people trash the dunes is not something we want to see

Is there anything else you think should be reflected in the policy?

As above

15

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: Shiree Parlane

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ○ Yes ✓ No

If no, do you live in the Kere Kere Ward? ✓ Yes ○ No

If no, please tell us where you live: Foxton for Now

Email (if you'd like updates): [redacted]

Overall, do you support the direction of the draft policy?

○ Yes ✓ No ○ Unsure

Please explain your answer: Ive been a home owner at foxton Beach for 20yrs. Sold last July. waiting for a new section to be ready.

There is nothing wrong with the last Policy it needs to say.

You have increased the area to include Kerekere ward. You have been using for outside the original area. the word minimum needs to be put in

Is there anything else you think should be reflected in the policy?

We dont trust the Council
all I got from the meeting at the beach
School hall was the CEO making
it clear she wants the money
I have no trust at all

The original money was for the beach
at not anyone else.
I believe the new wording is not good.

How to Submit Your Feedback

DROP THIS FORM OFF AT:

- Te Awahou Nieuwe Stroom
- Horowhenua District Council

OR EMAIL A SCANNED COPY TO: recordsprocessing@horowhenua.govt.nz

Feedback closes: 4pm, Monday 28 July 2025

16

28 July 2025

Submission

Foxton Beach Endowment Fund Policy

Name	Foxton and Beach Community patrol
Email	[redacted]
Do you live in Foxton Beach	Yes

1.1 Introduction

The Foxton and Beach Community Patrol (FBCP) is pleased to submit feedback on the Proposed Foxton Beach Endowment Fund Policy. We support the establishment of a sustainable, locally focused fund that enables Foxton Beach-based initiatives to thrive and enhance wellbeing, safety, and resilience in our community.

1.2 About the Patrol

The FBCP operates as part of Community Patrols of New Zealand (CPNZ), a national volunteer-based organisation that works in partnership with Police to enhance community safety. Our volunteers are trained, vetted and committed to being an extra set of eyes and ears for the community.

The Patrol has recently undergone a significant revitalisation with new leadership and renewed engagement from the community. Membership is steadily growing, with projections indicating we will soon have around **40 fully vetted volunteers** actively patrolling in and around Foxton Beach and Foxton township.

1.3 Response to the Proposed Policy and Amendments

The FBCP supports the intent and overall direction of the Proposed Foxton Beach Endowment Fund Policy amendments. We commend Council's efforts to refine the policy framework in a way that prioritises local benefit, community-led initiatives, and transparent governance.

In particular, we support the following aspects of the proposed amendments:

- **Local Priority**: The recognition that funding should be used for the benefit of the Foxton Beach community is essential. As a volunteer-based group in the community, our activities directly contribute to local wellbeing and resilience
- **Transparent Decision-Making**: We support the proposal for the Te Awahou Foxton Community Board to make recommendations on funding applications. This approach ensures decisions are informed by local knowledge and priorities
- **Clear Criteria and Accountability**: The inclusion of application and reporting requirements gives us confidence that the fund will be well-managed. The Community Patrol is prepared to meet these obligations and sees value in maintaining public trust through transparent reporting.

We acknowledge the need for responsible management of the Endowment Fund to ensure it remains sustainable and continues to support community wellbeing over the long term.

We believe that the proposed amendments strike a good balance between structure and flexibility, and we are confident that they will enable groups like ours to contribute meaningfully to the future of Foxton Beach.

1.4 Future Intentions

We acknowledge that this consultation is focused on the structure and scope of the Endowment Fund Policy, rather than on individual funding applications.

As a recently revitalised and rapidly growing community organisation, the FBCP anticipates submitting a formal funding application in the near future. We see this fund as an important opportunity to support community-led initiatives like ours that deliver tangible safety, engagement, and wellbeing outcomes for the Foxton Beach community.

We look forward to working constructively with Council and the Te Awahou Foxton Community Board as both the policy and our community presence evolve.

K Beaston

Kerrin Beaston
Chair
Foxton and Beach Community Patrol

17

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details		
Full Name: Chelsea Parlato		
Name of organisation (if applicable):		
Do you live in Foxton Beach or a resident or ratepayer?	✓ Yes	No
If no, do you live in the Kere Kere Ward?	Yes	No
If no, please tell us where you live:		
Email (if you'd like updates): [redacted]		

Overall, do you support the direction of the draft policy?

✓ Yes | No | Unsure

Please explain your answer: I believe that it is heading in the right direction with the new name + collaboration. I love the clear values. Economic Development in foxton beach is SSOSO needed. I think that this is the one thing our town is missing. the other points are all already well on track. but if you want to open a business in foxton Beach tomorrow there is absolutely no comerical property available.

Submission Form - Have your say on who delivers Local Water Services? 1

Is there anything else you think should be reflected in the policy?

The fund needs protecting from outsiders. we have to let it be used at the beach only. I know this is written there already but we need it to be stuck too.

I believe the Council also needs to have a foxton beach based group of citizens + ratepayers + business owners who Consult on the usage of the funds.

it needs to reflect growth. The beach has so much potential to grow, but it needs help. more business + more tourism.

How to Submit Your Feedback

DROP THIS FORM OFF AT:

- Te Awahou Nieuwe Stroom
- Horowhenua District Council

OR EMAIL A SCANNED COPY TO: recordsprocessing@horowhenua.govt.nz

Feedback closes: 4pm, Monday 28 July 2025

18

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28 JUL
Horowhenua District Council

Horowhenua DISTRICT COUNCIL

RECEIVED
25 JUL 2025
HOROWHENUA DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: nigel anthony Wall

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ○ Yes ✓ No

If no, do you live in the Kere Kere Ward? ✓ Yes ○ No

If no, please tell us where you live: [redacted]

Email (if you'd like updates): [redacted]

Overall, do you support the direction of the draft policy?

○ Yes ✓ No ○ Unsure

Please explain your answer:

The cap in question is A safeguard against future mis use of the beach endowment fund. Therefore I totally opose the remova. of the cap

Submission Form - Have your say on who delivers Local Water Services? 1

Is there anything else you think should be reflected in the policy?

How to Submit Your Feedback

DROP THIS FORM OFF AT:

- Te Awahou Nieuwe Stroom
- Horowhenua District Council

OR EMAIL A SCANNED COPY TO: recordsprocessing@horowhenua.govt.nz

Feedback closes: 4pm, Monday 28 July 2025

19

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: Patrick DOYLE

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ✓ Yes ○ No

If no, do you live in the Kere Kere Ward? ○ Yes ○ No

If no, please tell us where you live:

Email (if you'd like updates): [redacted]

Overall, do you support the direction of the draft policy?

○ Yes ✓ No ○ Unsure

Please explain your answer: See attached.

RECEIVED 24 JUL 2025 HOROWHENUA DISTRICT COUNCIL

RECEIVED 25 JUL Horowhenua District Council

Submission Form - Have your say on who delivers Local Water Services? 1

Is there anything else you think should be reflected in the policy?

How to Submit Your Feedback

DROP THIS FORM OFF AT:

- Te Awahou Nieuwe Stroom
- Horowhenua District Council

OR EMAIL A SCANNED COPY TO: recordsprocessing@horowhenua.govt.nz

Feedback closes: 4pm, Monday 28 July 2025

19

Submission relating to Foxton Beach Endowment Fund Policy and Proposed Endowment Fund Consultation.

Good morning.

I note with interest amid much flowery language, the phrases ...'the objective (of the policy) is to reflect the aspirations values and priorities of the Foxton Beach community...and further 'to protect the right of the community to influence decisions affecting its aspirations and future'. I note at the beginning of Clause 4 'community wellbeing is at the heart of the Foxton Beach Endowment Fund'. The document is replete with similar observations which taken as a whole, seem to lean towards social, artistic, environmental and spiritual aspirations many involving the local hapu. I should note, I have no objection to the involvement of local hapu.

However, what I strongly object to is the direction in which this document seems to head when there are a multitude of highly desirable practical and long overdue infrastructural needs, in Foxton Beach, crying out to be addressed.

For example, my own street, which is a cul de sac, with a very narrow roadway in which two cars cannot pass without riding onto the grass berm, deep open drainage trenches on each side (very dangerous for pedestrians at night) and not a footpath in sight. You are aware I am sure, there are many similar streets in Foxton Beach. I have personally tripped and fallen twice walking on the grass berm and fortunately not injured myself. (I am 83 years of age).

In addition to the above, this document seems to fly directly in the face of curren` t government policy requiring councils to 'stick to their knitting' and address infrastructural needs in their communities before flying off on artistic and floral tangents.

As far as I am concerned the council should use the endowment fund to address the obvious practical needs in the community, as directed in the original legislation on this subject, well before they head off in any other direction.

I have copied this submission to our local M. P, the Hon Tim Costley, the Minister for Local Government, the Hon Simon Watts, The Hon Chris Bishop and the Prime Minister.

P F Doyle
[redacted]

RECEIVED ON 8/07/2025

26

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: BRENT & PENNY CLOTHIER

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ✓ Yes No

If no, do you live in the Kere Kere Ward? Yes No

If no, please tell us where you live: [redacted]

Email (if you'd like updates): [redacted]

Overall, do you support the direction of the draft policy?

✓ Yes No Unsure

Please explain your answer:

Good governance

Submission Form - Have your say on who delivers Local Water Services? 1

21

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: Peter Hammond

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ✓Yes No

If no, do you live in the Kere Kere Ward? Yes No

If no, please tell us where you live:

Email (if you'd like updates):

Overall, do you support the direction of the draft policy?

Yes ✓No Unsure

Please explain your answer:

I do not support representatives of Papagaio Block being on the Board unless elected; the same as the other members of the Board.

Submission Form - Have your say on who delivers Local Water Services? 1

Is there anything else you think should be reflected in the policy?

How to Submit Your Feedback

DROP THIS FORM OFF AT:

- Te Awahou Nieuwe Stroom
- Horowhenua District Council

OR EMAIL A SCANNED COPY TO: recordsprocessing@horowhenua.govt.nz

Feedback closes: 4pm, Monday 28 July 2025

22

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: M.J & M L DIXON

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ✓ Yes No

If no, do you live in the Kere Kere Ward? Yes No

If no, please tell us where you live:

Email (if you'd like updates): [redacted]

Overall, do you support the direction of the draft policy?

✓ Yes No Unsure

Please explain your answer:

Submission Form - Have your say on who delivers Local Water Services? 1

Is there anything else you think should be reflected in the policy?

From Holiday Camp up to Signal St - need a good footpath so people don't need to walk on the road.

Would be nice if there was a pedestrian crossing opposite the skate park. on Seaburg Av —.

How to Submit Your Feedback

DROP THIS FORM OFF AT:

- Te Awahou Nieuwe Stroom
- Horowhenua District Council

OR EMAIL A SCANNED COPY TO: recordsprocessing@horowhenua.govt.nz

Feedback closes: 4pm, Monday 28 July 2025

23

Horowhenua DISTRICT COUNCIL

FEEDBACK FORM

Proposed Foxton Beach Endowment Fund Policy Consultation

This helps us understand who we're hearing from.

Your details

Full Name: DEREK PRIOR

Name of organisation (if applicable):

Do you live in Foxton Beach or a resident or ratepayer? ✓Yes No

If no, do you live in the Kere Kere Ward? Yes No

If no, please tell us where you live:

Email (if you'd like updates): [redacted]

Overall, do you support the direction of the draft policy?

✓Yes No Unsure

Please explain your answer:

It takes into account all of the things I had thought of, and more. Especially original "owners", environment, current use, and future development. It also seems to ensure HD Council cannot use the funds for improvements/repairs that should come out of General Rates.

20/7/25 Sue Ann Russell
Mob [redacted]

The standardising of the policy and further inclusion of a stronger vision, clear values, better risk management, financial sustainability and wider use of funds (although in the past there has been 100% on some requests, so this is not new) is such a huge improvement on the past policy. Fund applicants will be considered in a more organised way and not randomly based on the timing of the application. Also, in the past it has been more complicated for some than others to approach the board for funding the process itself not being easily publicly available. The allocations in the past often seen as who you know.

Also to be considered in the policy

1. Where is the investment policy to make the fund grow to ensure perpetuity and protection of monetary funds?

2. The cap of $5mil removal, while I have no problem with the fund occasionally going under the $5m, there needs to be a good financial reason to do so. There needs to be in place a protection policy to alarm or alert the council and board to the fact they must look closely at their spending. Why sell the silver. To have more than $5m has never been a problem before and should not be now. Funding applications should come out of the interest and not the principal amount. There needs to be further protection on ambitious projects that think they are playing the market thinking they will make a huge profit. Lets remember the Forbes Road sub division did not make a profit.

3. Lease land can be sold to residential home owners. I agree a good thing.

Problem - how are we replacing those sales to keep the Fund at the level of land ownership that was originally in the Endowment Fund and causing a devolution of the assets of the fund. That will be of great concern to those that understand the history of the land and past government devolution of Maori land ownership?

What is the protection for remaining freehold, commercial or reserve land which could be reclassed as lease land and sold?

With new government legislation being proposed, say rates capping, causing a tightening in council budgets, what protection is in place to stop the council using the funds for works that should be covered by the council, say footpaths? What protection is there for the board members not to come under pressure if they vote in opposition to the council, secret ballots for example. If the council has the final vote and overturns the board vote as has happened in the past, what safe guards are there to ensure the community vote being the board vote is upheld?

What mechanism is in place to object if council over rules the board vote, or to ask for quantitative and qualitative reasoning for the decision?

Te Awahou Foxton Community Board

OPEN MINUTES
UNCONFIRMED

Minutes of a meeting of the Te Awahou Foxton Community Board held in the Te Awahou Nieuwe Stroom, 92 Main Street, Foxton on Monday 18 August 2025 at 6:00 pm.

PRESENT

Chairperson	Mr John Girling
Deputy Chairperson	Mr Trevor Chambers
Members	Mrs Nola Fox
	Mr Brett Russell
	Mr David Roache
	Deputy Mayor David Allan

IN ATTENDANCE

	His Worship the Mayor Bernie Wanden	
	Councillor Ross Brannigan	
Reporting Officer	Monique Davidson	Chief Executive
	Jacinta Straker	Group Manager Organisation Performance
	Ashley Huria	Business Performance Manager
	Lacey Winiata	Parks and Property Manager
	Sean Hester	Parks and Property Lead
Meeting Secretary	Grayson Rowse	Principal Democracy Advisor

1 Apologies

There were no apologies.

2 Public Participation

There was no public participation.

3 Late Items

There was one minor late item: Mr Lyal Brenton, Foxton Beach Community Centre – Request to Increase Garaging.

Resolution number TAFCB/2025/17

MOVED by Deputy Mayor David Allan, seconded Mr Roache:

The Board noted the minor late item.

CARRIED

4 Declaration of Interest

Member Brett Russell declared a conflict of interest in relation to item 71. Foxton Beach Endowment Fund Policy - Endorsement and did not take part in debate or discussion of this item.

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

5 Confirmation of Minutes

Resolution Number TAFCB/2025/18

MOVED by Mr Girling, seconded Mrs Fox:

That the minutes of the meeting of the Te Awahou Foxton Community Board held on Monday, 9 June 2025, be confirmed as a true and correct record.

CARRIED

6 Elected Members Reports

6.1 Chairperson Report - August 2025

Purpose | TE PŪTAKE

To receive the Chairperson's report highlighting matters of interest to Te Awahou Foxton Community Board.

Resolution Number TAFCB/2025/19

MOVED by Mr Girling, seconded Mr Russell:

A. That Report 25/469 Chairperson Report - August 2025 be received and noted.

CARRIED

Board Members Nola Fox and Brett Russell provided verbal updates of matters of interest to Te Awahou Foxton Community Board.

7 Reports

7.1 Foxton Beach Endowment Fund Policy - Endorsement

Purpose | TE PŪTAKE

This report presented the outcomes of public consultation on the Draft Foxton Beach Endowment Fund Policy and sought endorsement from Te Awahou Foxton Community Board for the revised policy. The endorsement will enable the policy to be referred to Council for formal adoption.

Resolution Number TAFCB/2025/20

MOVED by Mr Roache, seconded Mr Chambers:

A. That Report 25/459 Foxton Beach Endowment Fund Policy - Endorsement be received.

B. That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

CARRIED

Having earlier declared a conflict of interest, Community Board Member Russell stepped away from the table.

Officers presented the report. A total of 23 submissions were received. Officers have proposed one minor change to the policy: the reintroduction of the $5 million floor, while retaining the Board's discretion to approve business plans that generate income.

Following adoption of the policy, officers will design the application form and process, and prepare for funding rounds.

Members expressed their appreciation for officers' work. It was noted that submissions were wholly supportive of the proposed changes.

The Chair acknowledged the dual protection provided by the reinstated $5 million floor.

Resolution Number TAFCB/2025/21

MOVED by Mr Girling, seconded Mr Roache:

C. That the Te Awahou Foxton Community Board endorses the revised Foxton Beach Endowment Fund Policy, incorporating community feedback, and recommends it to Council for formal adoption.

CARRIED

The unanimity of the Board in supporting the changes was particularly noted.

Community Board Member Russell returned to the table.

7.2 Foxton Beach Endowment Fund Financial Update

Purpose | TE PŪTAKE

This report provided an update the board on financial movements in the Foxton Beach Endowment Fund.

Resolution Number TAFCB/2025/22

MOVED by Mr Roache, seconded Cr Allan:

A. That Report 25/481 Foxton Beach Endowment Fund Financial Update be received and noted.

CARRIED

7.3 Update on Te Awahou Foxton Community Board Priorities

Purpose | TE PŪTAKE

This report updated progress of the Board's priorities.

Resolution Number TAFCB/2025/23

MOVED by Mr Girling, seconded Cr Allan:

A. That Report 25/472 Update on Te Awahou Foxton Community Board Priorities be received and noted.

CARRIED

7.4 Te Awahou Foxton Community Board - Actions Monitoring Report - August 2025

Purpose | TE PŪTAKE

This report presented Te Awahou Foxton Community Board the updated monitoring report covering requested actions from previous meetings of the Board.

This matter relates to Pursuing Organisation Excellence

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

Resolution Number TAFCB/2025/24

MOVED by Mr Girling, seconded Mr Roache:

A. That Report 25/462 Te Awahou Foxton Community Board - Actions Monitoring Report - August 2025 be received and noted.

CARRIED

8 Procedural motion to exclude the public

Resolution Number TAFCB/2025/25

MOVED by Mrs Fox, seconded Cr Allan:

That the public be excluded from the following part(s) of the proceedings of this meeting.

Mr Uver was permitted to remain to speak to the meeting because of the unique knowledge he had of the subject matter, and being an effected party. After Mr Uver spoke he left the meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

C1 Proposed Lease on Reserve Land at Foxton Beach

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	This report contains commercially sensitive information in relation to a potential lease..

C2 Foxton Beach Motorcamp Lease - Funding of Retaining Wall Refurbishment

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 6.
Interests:	s6(a) - The making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences and the right to a fair trial.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 6.
Plain English Reason:	The request for funding for the retaining wall links to legal risk, and is the reason for the public excluded status of the report..

The text of these resolutions is made available to the public who are present at the meeting and form part of the minutes of the meeting.

CARRIED

Acknowledgement by His Worship the Mayor

Mayor Wanden addressed the Board prior to entering public excluded business. His Worship thanked the Board Members for their continued commitment to the communities of Foxton and Foxton Beach and wider communities. Of note was the over 50 years of service to these communities by Board Member David Roache and Ward Councillor and Board member Deputy Mayor David Allan. He praised the Board for their efforts and noted how much better the communities were because of the Baord's activities.

6.35pm The public were excluded.

Resolutions in relation to the confidential items are recorded in the confidential section of these minutes and are not publicly available.

7.15 pm There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF TE AWAHOU FOXTON COMMUNITY BOARD HELD ON

DATE: .....

CHAIRPERSON:

File No.: 25/524

9.2 Proceedings of the Community Wellbeing Committee 13 August 2025

Author(s)	Alice Petersen **Support Officer - Democracy | Āpiha Tautoko - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. To present to the Council the minutes of the Community Wellbeing Committee meeting held on 13 August 2025.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/524 Proceedings of the Community Wellbeing Committee 13 August 2025 and the associated minutes.

DISCUSSION | HE MATAPAKINGA

2. There are no items that require further consideration.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

There are no appendices for this report

Community Wellbeing Committee

OPEN MINUTES
UNCONFIRMED

Minutes of a meeting of Community Wellbeing Committee held in the Council Chambers, 126-148 Oxford St, Levin on Wednesday 13 August 2025 at 10:00 am.

PRESENT

Chairperson	His Worship the Mayor Bernie Wanden	
Councillors Present	Councillor Clint Grimstone	Councillor Nina Hori Te Pa (Apology)
	Catherine McAuliffe	*MASH Trust*
	Grant Congdon (Apology)	*Horowhenua College*
	Jacqui Monyihan	*Oranga Tamariki Horowhenua*
	Kylie Turuwhenua-Tapsell	*Sport Manawatu*
	Lee McMeeken	*Corrections NZ*
	Maggie Ryan (Apology)	*Department of Internal Affairs*
	Matt Roberts	*Horowhenua Mana Kai Collective*
	Michael Fletcher	*Ministry of Social Development*
	Neville Heihei	*Te Tūmatakahuki*
	Patricia Jacobs (Apology)	*Ngāti Wehiwehi*
	Paul McMillian (Apology)	*Ministry of Social Development*
	Quintin Moeke	*Youth Services Network*
	Rebecca Kinloch (Apology)	*Kāinga Ora*
	Reihana Adlam (Apology)	*Te Tūmatakahuki*
	Renee Regal	*Kāinga Ora*
	Rosemary Eyres (Apology)	*Network Representative*
	Sharon Williams	*Youth Services Network / Assess and Inclusion Network*

Reporting Officer	Mark Hammond	Community Facilities and Services Manager
	Anna Johnson	Community Development Lead
	Emma Gowan	Community Development Advisor
	Laura Fisher	Community Development Coordinator
Meeting Secretary	Alice Petersen	Democracy Support Officer

1 Apologies

Resolution number CWCCC/2025/10

MOVED by Mayor Wanden, seconded Cr Grimstone:

That the apology from Councillor Nina Hori Te Pa, Rosemary Eyres, Rebecca Kinloch, Paul McMillian, Patricia Jacobs, Maggie Ryan and Grant Congdon be accepted.

CARRIED

2 Late Items

There were no late items.

3 Declaration of Interest

There were no declarations of interest.

4 Confirmation of Minutes

Resolution Number CWCCC/2025/11

MOVED by Mayor Wanden: Seconded Lee McMeeken

That the minutes of the meeting of the Community Wellbeing Committee held on Wednesday, 21 May 2025, be confirmed as a true and correct record.

CARRIED

5 Reports for Noting

5.1 Community Wellbeing Network Report

Purpose | TE PŪTAKE

This report was presented the Community Wellbeing Network Report for discussion and to highlight any grassroots issues, ideas or concerns that are present within the community.

This matter relates to Community Connections and Better Wellbeing.

Activate the key priorities within the Community Wellbeing Strategy.

Resolution Number CWCCC/2025/12

MOVED by Mayor Wanden, seconded Cr Grimstone:

A. That Report 25/448 Community Wellbeing Network Report be received and noted.

CARRIED

The Mayor introduced the report noting that there was representatives of each of the networks present and invited them to speak to the report and highlight details of note. Updates were provided by representatives of Horowhenua Access and Inclusion Network, Horowhenua Youth Services Network, Youth Voice, Horowhenua Older Person's Network, Education Horowhenua Network, Horowhenua Welcoming Communities Programme and Mana Kai Collective.

Attachments

1 Community Wellbeing Committee - Network Report Presentation - 13 Aug 2025

5.2 Community Wellbeing Dashboard Report

Purpose | TE PŪTAKE

This report presented the Community Wellbeing Dashboard to provide the Community with a visual dashboard presenting data, analysis and assist in the tracking of the Community Wellbeing Strategy priority areas.

This matter relates to Community Connections and Better Wellbeing.

Activate the key priorities within the Community Wellbeing Strategy.

Resolution Number CWCCC/2025/13

MOVED by Mayor Wanden, seconded Cr Grimstone:

A. That Report 25/450 Community Wellbeing Dashboard Report be received and noted.

CARRIED

Officers introduced the report, noting its ongoing and evolving nature as work progresses. Officers spoke to the report, highlighting key areas and statistics.

Beneficiary statistics are increasing; emergency housing and special needs grant applications have remained steady but the total amount granted having increased. Locals on the jobseeker benefit has increased by 6.8% over the past quarter. Hardship payments increased by 4.5% compared to the same period last year, with the majority of these payments used to assist with food costs. Representatives from the Ministry of Social Development advised that the Government's emergency housing policy is currently under review.

Officers also highlighted the Practice Plus service continues to be well used, particularly for same-day appointments that are not available through GP's. An increase in subdivision consent applications was also noted as this could mean in increase is housing stock.

5.3 Community Wellbeing Strategy Monitoring Report

Purpose | TE PŪTAKE

This report presented the Community Wellbeing Strategy Monitoring Report highlighting progress made against the Community Wellbeing Strategy (the Strategy) and Action Plan.

The report also presented an opportunity for the Committee to discuss and raise any concerns or need to reprioritise the focus of the work programme of the Committee.

This matter relates to Community Connections and Better Wellbeing.

Activate the key priorities within the Community Wellbeing Strategy.

Resolution Number CWCCC/2025/14

MOVED by Mayor Wanden, seconded Cr Grimstone:

A. That Report 25/449 Community Wellbeing Strategy Monitoring Report be received and noted.

CARRIED

Officers introduced the report, congratulating the committee and Council's Community Development Team on a successful first year of delivering the action plan. The monitoring report is a positive report highlighting achievements and progress made.

His Worship the Mayor echoed the sentiments, acknowledging the committee and Community Development Team's efforts. As it was the final meeting of the triennium, the Mayor took the opportunity to thank all committee members for their contributions to information sharing, collaboration, and networking throughout the last three years.

The meeting closed with a karakia

11.22 pm There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF COMMUNITY WELLBEING COMMITTEE HELD ON

DATE: .....

CHAIRPERSON:

File No.: 25/525

9.3 Proceedings of the Community Funding and Recognition Committee 30 July 2025

Author(s)	Alice Petersen **Support Officer - Democracy | Āpiha Tautoko - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. To present to the Council the minutes of the Community Funding and Recognition Committee meeting held on 30 July 2025.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/525 Proceedings of the Community Funding and Recognition Committee 30 July 2025 and the associated minutes.

DISCUSSION | HE MATAPAKINGA

2. There are no items that require further consideration.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

There are no attachments for this report.

Community Funding and Recognition Committee

OPEN MINUTES
UNCONFIRMED

Minutes of an extraordinary meeting of Community Funding and Recognition Committee held in the Ante Room , 126-148 Oxford St, Levin on Wednesday 30 July 2025 at 11:30 am.

PRESENT

Chairperson	Councillor Nina Hori Te Pa	*Apology*
Councillors	Councillor Rogan Boyle	*Apology*
	Councillor Alan Young	
	Councillor David Allan	
	Mayor Bernie Wanden	

IN ATTENDANCE

	Miya Harding-Nation	Youth Advisor
	Saoirse Williamson	Youth Advisor
Reporting Officer	Mark Hammond	Community Facilities and Services Manager
	Emma Gowan	Community Development Adviser
	Laura Fisher	Community Development Coordinator
Meeting Secretary	Alice Petersen	Democracy Support Officer

The Chairperson, Councillor Nina Hori Te Pa, submitted apologies for this meeting. The Committee proceeded to select one of its own as Chair person. The Meeting Secretary called for nominations.

His Worship the Mayor Bernie Wanden was nominated and all voted in favour – Mayor Wanden took the Chair.

1 Apologies

Apology

Resolution Number CFARC/2025/8

MOVED by Mayor Wanden, seconded Cr Allan:

That the apology from Councillors Hori Te Pa and Boyle be accepted.

CARRIED

3 Late Items

There were no late items.

4 Declaration of Interest

There were no declarations of interest. Members were reminded of their obligation to declare any conflicts of interest in writing they might have in respect of the items on this Agenda.

5 Reports for Decision

5.1 Review of Grants and Funding Provisions and Arrangements

Purpose | TE PŪTAKE

This report presented two proposed changes aimed at enhancing the experience for applicants. These changes relate to the application timeframes for the Youth Empowerment Fund and the introduction of more flexible discretionary allowances, such as allowing minor adjustments to approved grants.

Resolution Number CFARC/2025/9

MOVED by Mayor Wanden, seconded Cr Allan:

A. That Report 25/151 Review of Grants and Funding Provisions and Arrangements be received.

B. That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

CARRIED

Officers introduced the report, highlighting that the recommendations stemmed from a focus on continuous improvement and a desire to enhance efficiency both internally and for funding applicants and recipients.

There was discussion and general agreement around the need to appoint a committee member to act in situations where the Chair and Mayor may disagree. It was agreed that this committee member will be formally appointed in the Terms of Reference at the start of each triennium.

Resolution Number CFARC/2025/10

MOVED by Cr Allan, seconded Cr Young:

That the Committee adopt the Discretionary Allowances to Assess and Approve Minor Modifications Framework.

That the Committee adopt changes to the Youth Empowerment Fund criteria to set

funding rounds with cut off dates in March, June and September.

CARRIED

5.2 Horowhenua Youth Excellence Awards Criteria Feedback

Purpose | TE PŪTAKE

This report presented a summary of feedback received from Colleges on the revised Youth Excellence Awards criteria, along with any additional feedback requested by the Committee.

Resolution Number CFARC/2025/11

MOVED by Mayor Wanden, seconded Cr Young:

A. That Report 25/413 Horowhenua Youth Excellence Awards Criteria Feedback be received.

B. That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

CARRIED

Officers introduced the report and noted that it was the result of a robust process, including feedback from the three local colleges. The feedback received was generally supportive, reflecting broad agreement with the direction and recommendations outlined in the report to ensure a strong focus on academic achievement.

Resolution Number CFARC/2025/12

MOVED by Cr Allan, seconded Mayor Wanden:

C. That the Committee notes the feedback that has been received and presented within this report regarding the *Horowhenua Youth Awards – Excellence* in the academia criteria.

D. That the Committee endorse the proposed solutions and responses to the feedback themes outlined in Point 9 of this report.

CARRIED

2 Public Participation

The following members of the public attended the meeting to speak to their applications for the Youth Empowerment Fund 2025-2026:

Name:
Charles (Charlie) Kiriona – Ballard
Fernando Figueroa Pereira
Lucie O'Brien

7 Procedural motion to exclude the public

Resolution Number CFARC/2025/13

MOVED by Mayor Wanden, seconded Cr Young:

That the public be excluded from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

C1 Youth Empowerment Fund 2025-2026 - April to July Applications

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	This report contains applications for funding which include personal details.

The text of these resolutions is made available to the public who are present at the meeting and form part of the minutes of the meeting.

In accordance to standing order 18.2 the meeting noted that two Youth Advisors are remaining in the meeting for item C1 Youth Empowerment Fund 2025-2026 - April to July Applications due to their expertise and as per the criteria of the Youth Empowerment Fund.

CARRIED

12.15 pm The public were excluded.

After discussing the confidential application and making a decision the committee resolved to release the public excluded minutes to the public.

C1 Youth Empowerment Fund 2025-2026 - April to July Applications

Purpose | TE PŪTAKE

This report presentation applications during the period April to July 2025 for the Youth Empowerment Fund, for discussion and decision on funding allocations.

Resolution Number CFARC/2025/14

MOVED by Mayor Wanden, seconded Cr Young:

A. That Report 25/423 Youth Empowerment Fund 2025-2026 - April to July Applications be received and noted.

CARRIED

Officers introduced the report emphasising the criteria of the fund Youth Empowerment Fund and noting the two applications that did not meeting the criteria.

Resolution Number CFARC/2025/15

MOVED by Mayor Wanden, seconded Cr Young:

B. That the Committee approve the following grants for the Youth Empowerment Fund 2024-2025:

Applicant:	Amount awarded:
Charles Kiriona / Ballard	$2,000.00
Maia Monk	$500.00
Fernando Figueroa Pereira	$2,000.00
Lucie O'Brien	$700.00 *(for equipment only)*

CARRIED

Resolution Number CFARC/2025/16

MOVED by Cr Young, seconded Cr Allan:

That these minutes are to be released from Public Excluded business at the close of the meeting.

CARRIED

12.38 pm There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF COMMUNITY FUNDING AND RECOGNITION COMMITTEE HELD ON

DATE: .....

CHAIRPERSON:

File No.: 25/526

9.4 Proceedings of the Risk and Assurance Committee 6 August 2025

Author(s)	Alice Petersen **Support Officer - Democracy | Āpiha Tautoko - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. To present to the Council the minutes of the Risk and Assurance Committee meeting held on 06 August 2025.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note Report 25/526 Proceedings of the Risk and Assurance Committee 6 August 2025 and the associated minutes.

DISCUSSION | HE MATAPAKINGA

2. There are no items that require further consideration.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

There are no appendices for this report

Risk and Assurance Committee

OPEN MINUTES
UNCONFIRMED

Minutes of a meeting of Risk and Assurance Committee held in the Council Chambers, 126-148 Oxford St, Levin on Wednesday 6 August 2025 at 10:00 am.

PRESENT

Chairperson	Councillor Sam Jennings	
Deputy Chairperson	Councillor Paul Olsen	
Councillors	Councillor Alan Young	*(Apology)*
	Councillor Jonathon Procter	
	Councillor Clint Grimstone	
	His Worship the Mayor Bernie Wanden	
	Mrs Jenny Livschitz	
	Mrs Sarah Everton	

IN ATTENDANCE

Reporting Officer	Jacinta Straker	Group Manager - Organisation Performance
	Monique Davidson	Chief Executive
	Brent Harvey	Group Manager - Community Experience and Services
	David McCorkindale	Group Manager – Community Vision and Delivery
	Blair Spencer	Group Manager – Housing & Business Development
	Nicki Brady	Group Manager - Capability and Transformation
	Ashley Huria	Business Performance Manager
	Tanya Glavas	Health and Safety Lead
	Pei Shan Gan	Financial Controller
	Steve Tanner	Senior Financial Accountant
	Rob Benefield	Commercial & Operations Manager
	Catherine Godfrey	Risk Advisor
Meeting Secretary	Grayson Rowse	Principal Advisor – Democracy
	Alice Petersen	Democracy Support Officer

1 Apologies

Apology

Resolution number RAACC/2025/29

MOVED by Cr Jennings, seconded Cr Olsen:

That the apology from Councillor Young be accepted.

CARRIED

2 Late Items

There were not late items

3 Declaration of Interest

The Mayor and Councillors Olsen and Jennings noted that a number of Elected Members expenses are within the Sensitive Expenditure Report to June 2025 but this is a report for noting not decision.

4 Confirmation of Minutes

Resolution Number RAACC/2025/30

MOVED by Cr Jennings, seconded Mayor Wanden:

That the minutes of the meeting of the Risk and Assurance Committee held on Wednesday, 30 April 2025, be confirmed as a true and correct record.

That the minutes of the meeting of the Public Excluded Meeting of the Risk and Assurance Committee held on Wednesday, 30 April 2025, be confirmed as a true and correct record.

CARRIED

5 Reports for Noting

5.1 Continuous Improvement and Audit Actions Monitoring Report

This report updated the Risk and Assurance Committee on progress on the action items from previous resolutions.

Resolution Number RAACC/2025/31

MOVED by Cr Jennings, seconded Mayor Wanden:

A. That Report 25/443 Continuous Improvement and Audit Actions Monitoring Report be received and noted.

B. That completed actions are removed from future report.

CARRIED

5.2 Sensitive Expenditure Report to June 2025

Purpose | TE PŪTAKE

1. This report presented information to note Sensitive Expenditure of the Mayor, Elected Members and Chief Executive for compliance with Council's Sensitive Expenditure Policy

Resolution Number RAACC/2025/32

MOVED by Cr Jennings, seconded Cr Olsen:

A. That Report 25/430 Sensitive Expenditure Report to June 2025 be received.

B. That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

CARRIED

5.3 Health, Safety and Wellbeing Dashboard - Quarterly Report

This report provided Health, Safety and Wellbeing information and insights for the quarter from April 2025 – June 2025.

Resolution Number RAACC/2025/33

MOVED by Cr Jennings, seconded Cr Olsen:

A. That Report 25/433 Health, Safety and Wellbeing Dashboard - Quarterly Report be received and noted.

CARRIED

5.4 Treasury Update - June 2025

This report updated the committee on the treasury activity for the last quarter, which is outlined in the Bancorp Treasury Reporting Dashboard for the June 2025 quarter.

Resolution Number RAACC/2025/34

MOVED by Cr Jennings, seconded Cr Grimstone:

A. That Report 25/435 Treasury Update - June 2025 be received and noted.

B. That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

C. That the Committee notes the Bancorp Treasury Reporting Dashboard for the June 2025 quarter.

CARRIED

5.5 Financial Dashboard as at 30 June 2025

This report presented a high-level overview of the financial position and results to the committee, with a focus on the June 2025 results (preliminary and unaudited).

Resolution Number RAACC/2025/35

MOVED by Cr Jennings, seconded Mayor Wanden:

A. That Report 25/442 Financial Dashboard as at 30 June 2025 be received and noted.

CARRIED

8 Procedural motion to exclude the public

Resolution Number RAACC/2025/36

MOVED by Cr Jennings, seconded Cr Olsen:

That the public be excluded from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

5.1 Continuous Improvement and Audit Actions Monitoring Report - Attachment C - Horowhenua DC - PAYE & WHT Compliance Evaluation Report - July 2025

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. s7(2)(c)(i) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information or information from the same source and it is in the public interest that such information should continue to be supplied.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	This attachment has been provided in strict confidence by external consultants..

C1 Status of National Infrastructure Funding & Financing (NIFF) (formerly CIP) Contract

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	Contract discussion.

C2 Legislative Compliance

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 6.
Interests:	s6(a) - The making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences and the right to a fair trial.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 6.
Plain English Reason:	This report identifies potential vulnerabilities and strategies to manage these vulnerabilities. Disclosing these would negate the effectiveness of risk mitigations.

C3 Risk Management Quarterly Report

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 6.
Interests:	s6(a) - The making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences and the right to a fair trial.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 6.
Plain English Reason:	This report identifies potential vulnerabilities and strategies to manage these vulnerabilities. Disclosing these would negate the effectiveness of risk mitigations..

The text of these resolutions is made available to the public who are present at the meeting and form part of the minutes of the meeting.

CARRIED

10.19 am The public were excluded.

Resolutions in relation to the confidential items are recorded in the confidential section of these minutes and are not publicly available.

11.45 am There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF RISK AND ASSURANCE COMMITTEE HELD ON

DATE: .....

CHAIRPERSON:

File No.: 25/544

9.5 Proceedings of the Chief Executive Employment and Performance Committee 27 August 2025

Author(s)	Alice Petersen **Support Officer - Democracy | Āpiha Tautoko - Manapori**
Approved by	Monique Davidson **Chief Executive Officer | Tumuaki**

PURPOSE | TE PŪTAKE

1. To present to the Council the minutes of the Chief Executive Employment and Performance Committee meeting held on 27 August 2025.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

A. That Council receive and note the minutes of the Proceedings of the Chief Executive Employment and Performance Committee 27 August 2025.

DISCUSSION | HE MATAPAKINGA

2. There are no items that require further consideration.

Confirmation of statutory compliance

In accordance with sections 76 – 79 of the Local Government Act 2002, this report is approved as:

a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

There are no appendices for this report

Chief Executive Employment and Performance Committee

OPEN MINUTES
UNCONFIRMED

Minutes of a meeting of Chief Executive Employment and Performance Committee held in the Tararua Room, 126-148 Oxford St, Levin on Wednesday 27 August 2025 at 10:00 am.

PRESENT

Mayor	His Worship The Mayor Bernie Wanden	
Deputy Mayor	Deputy Mayor David Allan	*(Apology)*
Councillors	Councillor Sam Jennings	
	Councillor Nina Hori Te Pa	
	Councillor Paul Olsen	

IN ATTENDANCE

	Monique Davidson	Chief Executive
Meeting Secretary	Sue Fifita-Tovo	Executive Officer

1 Apologies

Apology

Resolution number **CEEAP/2025/9**

MOVED by Mayor Wanden, seconded Cr Jennings:

That the apology from Deputy Mayor David Allan be accepted.

CARRIED

2 Public Participation

There was no public participation.

3 Late Items

There were no late items.

4 Declaration of Interest

There were no declarations of interest.

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

5 Confirmation of Minutes

Resolution Number CEEAP/2025/10

MOVED by Cr Jennings, seconded Cr Olsen:

That the minutes of the meeting of the Chief Executive Employment and Performance Committee held on Wednesday, 11 June 2025, be confirmed as a true and correct record.

That the minutes of the meeting of the Public Excluded Meeting of the Chief Executive Employment and Performance Committee held on Wednesday, 11 June 2025, be confirmed as a true and correct record.

CARRIED

7 Procedural motion to exclude the public

Resolution Number CEEAP/2025/11

MOVED by Mayor Wanden, seconded Cr Hori Te Pa:

That the public be excluded from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

C1 Chief Executive Employment & Performance Committee Report

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	This report contains private employment details of the Chief Executive. The Chief Executive's expectation of privacy in relation to her employment outweighs the public interest in having this information released to the public..

The text of these resolutions is made available to the public who are present at the meeting and form part of the minutes of the meeting.

CARRIED

10.08 am The public were excluded.

Resolutions in relation to the confidential items are recorded in the confidential section of these minutes and are not publicly available.

11.30 am There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF CHIEF EXECUTIVE EMPLOYMENT AND PERFORMANCE COMMITTEE HELD ON

DATE: .....

CHAIRPERSON:

Exclusion of the Public : Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

C1 Levin Wastewater Treatment Plant - Upgrade Headworks

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	This repoort discusses includes commercially sensitive information in relation to negtiation of a contract..

C2 Gas Procurement

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	The report contains commercially sensitive pricing and contract information. Making this public could disadvantage Council in its negotiations with suppliers..

C3 Proposed Rating Sale - 17 Churchill Crescent, Shannon

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.

	s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	To ensure the tender process and negotiations for sale are confidential.

C4 Council Resolution and Actions Monitoring Report September 2025

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(c)(ii) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to damage the public interest. s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	These actions relate to potential or actual sales of property, and contract negotiations. The public release of these actions at this time may affect sales prices or disclose negotiation points.

C5 Proceedings of Risk and Assurance Committee - Public Excluded - 6 August 2025

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	Reasons inherited from original meeting.

C6 Proceedings of Te Awahou Foxton Community Board - Public Excluded - 18 August 2025

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.
Grounds:	s48(1)(a)

	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	Reasons inherited from original meeting.

C7 Proceedings of the Chief Executive Employment and Performance Committee 27 August 2025

Reason:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Interests:	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.
Grounds:	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Plain English Reason:	This report contains private employment details of the Chief Executive. The Chief Executive's expectation of privacy in relation to her employment outweighs the public interest in having this information released to the public.