

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

Date: Wednesday 18 March 2026
Time: 10:00 am
Meeting Room: Council Chambers
Venue: 126-148 Oxford St
Levin

Council

OPEN AGENDA

MEMBERSHIP

Mayor His Worship The Mayor Bernie Wanden
Councillors Councillor David Allan
Councillor Mike Barker
Councillor Nola Fox
Councillor Morgan Gray
Councillor Clint Grimstone
Councillor Nina Hori Te Pa
Councillor Sam Jennings
Councillor Lani Te Raukura Ketu
Councillor Jo Mason
Councillor Katrina Mitchell - Kouttab
Councillor Paul Olsen
Councillor Alan Young

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www.horowhenua.govt.nz

Full Agendas can be viewed at:
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
He tio, he huka, he hau hū	sharpened air.
Tīhei mauri ora!	A touch of frost, a promise of a glorious day.

PROCEDURAL

1	Apologies	5
2	Public Participation	5
3	Late Items	5
4	Declarations of Interest	5
5	Confirmation of Minutes	5

REPORTS

6	Reports for Decision	
6.1	Appointments to the District Licensing Committee	7
6.2	Governance Matters: Standing Order Amendment, Governance Appointments, Triennial Agreement and Governance Statement	11
6.3	Approval of Risk Management Framework and Risk Policy	79
6.4	Central District Waters: Amendment to Shareholder Agreement Terms of Reference	123
7	Elected Members Reports	
7.1	Mayoral Report	135
8	Reports for Noting	
8.1	Organisation Performance Report - March 2026	177
8.2	Council Resolution and Actions Monitoring Report March 2026	299
8.3	Long Term Plan 2024-44 Actions Monitoring Report	311
9	Proceedings of Committees	
9.1	Proceedings of the Risk and Assurance Committee 11 February 2026	315
9.2	Proceedings of the Te Awahou Foxton Community Board Meeting - 23 February 2026	323
9.3	Proceedings of the Chief Executive Employment and Performance Committee - 18 February 2026	335
9.4	Proceedings of the Community Wellbeing Committee - 25 February 2026	339

PUBLIC EXCLUDED

10	Procedural motion to exclude the public	345
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C1	Proceedings of the Risk and Assurance Committee 11 February 2026	345
C2	Proceedings of Procurement Review Group meeting 10 March 2026	345
C3	Council Resolution and Actions Monitoring Report March 2026	345
C4	Proceedings of the Chief Executive Employment and Performance Committee - 18 February 2026	346

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

Recommendations

That the meeting minutes of Council, 4 February 2026 be accepted as a true and correct record.

That the Public Excluded meeting minutes of Council, 4 February 2026 be accepted as a true and correct record.

File No.: 26/134

6.1 Appointments to the District Licensing Committee

Author(s)	Vaimoana Miller Compliance Manager Tumu Tūtohu
Approved by	Brent Harvey Group Manager - Community Experience & Services Tumu Rangapū, Wheako Hapori, Ratonga
	Monique Davidson Chief Executive Officer Tumuaki

PURPOSE | TE PŪTAKE

1. The purpose of this report is to propose the appointment of Councillor Morgan Gray as Chairperson, and for Council to endorse the proposed appointment of Ross Brannigan as a Commissioner to the Horowhenua District Licensing Committee for a period of up to five years, or until such time the Council resolves otherwise.

EXECUTIVE SUMMARY | TE WHAKARĀPOPOTOTANGA MATUA

2. The current appointments of Commissioners to the Horowhenua District Licensing Committee concluded on 28 February 2026. To ensure the continued operation of the DLC and the ability to determine alcohol licensing applications, Council is required to confirm new appointments as either a chairperson or commissioner to the Committee.
3. To support operational continuity, it is also proposed that current DLC list members Mike Lepper and Martyn Slade be reappointed for a further five-year term.
4. Under the Sale and Supply of Alcohol Act 2012 (“the Act”), a territorial authority must establish and maintain a District Licensing Committee to consider and determine alcohol licensing applications. Appointing a chairperson at minimum ensures that Council can continue to meet its statutory responsibilities under the Act.

DELEGATION OR AUTHORITY TO ACT | TE MANA WHAKATAU I NGĀ KAWENGA

5. Section 189 of the Sale and Supply of Alcohol Act 2012 (“the Act”) provides that a DLC consists of three members appointed by the territorial authority, including a Chairperson who must be either an elected member or a Commissioner.
6. Section 193 of the Act provides that the Chief Executive may, on the recommendation of Council, appoint commissioners to a District Licensing Committee. Commissioners may be appointed for a term of up to five years (which can be renewed).

SIGNIFICANCE ASSESSMENT | HE AROMATAWAI MATUA

7. This matter is assessed as not significant under Council’s Significance and Engagement Policy as it relates to statutory appointments required to enable the District Licensing Committee to operate under the Sale and Supply of Alcohol Act 2012.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Council receive the report 26/134 Appointments to the District Licensing Committee;

- B. That Council appoints Councillor Morgan Gray as Chairperson of the Horowhenua District Licensing Committee through to the next local body election in 2028 or until such time as Council resolves otherwise;
- C. That Council re-appoints current District Licensing Committee list members, Mike Lepper and Martyn Slade for a further five year term;
- D. That Council recommends to the Chief Executive the appointment of Ross Brannigan as a Commissioner of the Horowhenua District Licensing Committee for a period of up to five years.

BACKGROUND | HE KŌRERO TŪĀPAPA

- 8. The Sale and Supply of Alcohol Act 2012 requires each territorial authority to establish one or more District Licensing Committees (DLCs) to consider and determine alcohol licensing applications and other matters under the Act. These include applications for new licences, renewals, temporary authorities, special licences, and manager's certificates.
- 9. Council previously endorsed the appointment of Commissioners to the Horowhenua District Licensing Committee for a term ending 28 February 2026. Those appointments have now concluded, and new appointments are required to ensure the continued functioning of the DLC and the ability to determine licensing matters within the district.

DISCUSSION | HE MATAPAKINGA

- 10. The Sale and Supply of Alcohol Act 2012 sets out the composition of a District Licensing Committee. Section 189 provides that a licensing committee consists of three members, including a Chairperson who must be either an elected member of the territorial authority or a commissioner. The remaining members are appointed from Council's list maintained under section 192 of the Act.
- 11. In order for the Horowhenua District Licensing Committee to continue to undertake its statutory functions, an appointment to at the least the Chairperson role is required.
- 12. The proposed appointment of Councillor Morgan Gray as Chairperson reflects Council's ability under the Act. As this will be a new responsibility for Councillor Gray, it is proposed that an experienced Commissioner also be appointed to the Committee to both enable business continuity, as well as provide for a facilitated transition of responsibilities.
- 13. Proposed DLC Commissioner, Ross Brannigan, has extensive experience in District Licensing Committee matters, including having previously been appointed as a Commissioner, and having served as Chairperson since the introduction of District Licensing Committees under the Sale and Supply of Alcohol Act 2012. This combination provides both elected member representation and continuity of expertise to support the effective functioning of the Committee.
- 14. It is also proposed that current DLC list members Mike Lepper and Martyn Slade be reappointed for a further five-year term. Reappointing existing list members provides continuity of experience and ensures an adequate pool of members is available to form licensing committees when hearings are required and supports the ongoing maintenance of Council's section 192 list of approved members, ensuring Council's list remains current.
- 15. In addition, Council's Local Alcohol Policy is also due for review later in 2026. Appointing a Commissioner as well as an elected member Chairperson provides continuity of experience and helps to ensure the DLC can continue to operate effectively, while allowing for all elected members to participate in the policy review process without creating a perceived or actual conflict of interest with their decision-making role on licensing matters during the review.

Options | Ngā Kōwhiringa

16. Council has several options in considering this matter.
- 16.1. The preferred option is reflected in the recommendations above.
17. Council could alternatively choose not to endorse the proposed appointments or seek alternative appointments.

Options Ngā Kōwhiringa	Benefits Ngā Whiwhinga	Risks Ngā Mōrearea
<p>Option A (recommended) Endorse the proposed appointments of Councillor Morgan Gray as Chairperson and Ross Brannigan as Commissioner and reappoint current list members Mike Lepper and Martyn Slade.</p>	<p>Ensures the District Licensing Committee can continue to operate. Maintains continuity of experience and supports an effective transition to an elected member Chairperson.</p>	<p>No significant risks identified.</p>
<p>Option B (status quo) Do not make the proposed appointments at this time.</p>	<p>Allows Council additional time to consider alternative appointments.</p>	<p>Horowhenua District Council and the District Licensing Committee are unable to meet statutory requirements to determine alcohol licensing matters.</p>
<p>Option C (not recommended) Appoint alternative members to the roles.</p>	<p>Provides an opportunity for different representation on the Committee.</p>	<p>Horowhenua District Council and the District Licensing Committee are unable to meet statutory requirements to determine alcohol licensing matters. Loss of experience and continuity which may impact the effective functioning of the DLC into the future.</p>

18. The recommendation provides continuity and experience within the District Licensing Committee while supporting the transition to an elected member Chairperson. It also ensures the Committee can continue to operate and determine alcohol licensing matters in accordance with the Act.

ENGAGING WITH MĀORI | TE MAHI TAHI KI TE MĀORI

19. The decision relates to statutory appointments required for the operation of the District Licensing Committee and does not directly impact Māori. No specific engagement with Māori has been undertaken in relation to this report.

CLIMATE CHANGE | NGĀ ĀHUARANGI HURIHURI

20. The matters addressed in this report relate to governance appointments. The recommendations and subsequent decisions relating have no direct climate change implications.

FINANCIAL AND RESOURCING | TE TAHUA PŪTEA ME NGĀ RAUEMI

21. The costs associated with District Licensing Committee hearings are managed within existing operational budgets. No additional financial or resourcing implications arise from the recommendations in this report.

LEGAL AND RISK | TE TURE ME NGĀ MŌREAREATANGA

22. The Sale and Supply of Alcohol Act 2012 requires the territorial authority to appoint at least one District Licensing Committee for the district; and therefore, at least a Chairperson to this Committee must be appointed.

POLICY IMPACT | NGĀ PĀTANGA I NGĀ KAUPAPA HERE

23. The District Licensing Committee operates within the legislative framework of the Sale and Supply of Alcohol Act 2012. The District Licensing Committee has regard to the Horowhenua District Local Alcohol Policy when considering licensing applications.

COMMUNICATIONS AND ENGAGEMENT | TE WHAKAWHITI PĀRONGO ME TE MAHI

24. As this report relates to statutory appointments, no specific engagement has been undertaken. The outcome of the decision will be communicated internally to relevant staff and the DLC list members as required.

Communicating with our Community | Te Whakawhiti Pārongo ki te Hapori

25. Council's public information available on the website will be updated to reflect this decision.

NEXT STEPS | HEI MAHI

26. Subject to Council endorsement, the Chief Executive will make the appointments in accordance with the Sale and Supply of Alcohol Act 2012. Council's website will then be updated to reflect the District Licensing Committee appointments.

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.: 26/107

6.2 Governance Matters: Standing Order Amendment, Governance Appointments, Triennial Agreement and Governance Statement

Author(s)	Grayson Rowse Principal Advisor - Democracy Kaitohutohu Mātāmua - Manapori
Approved by	Ashley Huria Business Performance Manager Tumu Tutukinga Pakihi
	Nicki Brady Group Manager Capability and Transformation Kaiwhakahaere o Ngā Aheinga me te Whakaumu
	Monique Davidson Chief Executive Officer Tumuaki

PURPOSE | TE PŪTAKE

1. This report presents several governance matters for Council consideration early in the new triennium. Specifically, it provides Council with the opportunity to confirm elements of its Standing Orders, complete several outstanding governance appointments, and adopt the Governance Statement and Triennial Agreement for the 2025–2028 triennium.
2. These matters are procedural in nature but form an important part of ensuring Council's governance framework remains current, clear and aligned with legislative requirements.

EXECUTIVE SUMMARY | TE WHAKARĀPOPOTOTANGA MATUA

3. At the Council meeting on 10 December 2025, Council endorsed the previous triennium's Standing Orders on the advice of officers. This approach was taken as the Local Government (System Improvements) Amendment Bill was expected to introduce changes affecting Standing Orders, and it was considered prudent to wait for those changes before undertaking any amendments.
4. The Bill has progressed slower than anticipated and national guidance on the expected changes remains unclear. As a result, Council has continued operating under the previous triennium's Standing Orders without formally considering the options that are typically reviewed at the start of a new term.
5. This report provides Council with the opportunity to review and confirm several elements of the Standing Orders, including voting arrangements, meeting procedures, and whether to retain the additional Public Forum introduced in the previous triennium.
6. In addition to Standing Orders, several governance appointments remain outstanding following the 10 December 2025 Council meeting. This report provides Council with the opportunity to complete those appointments, along with the appointment of members to the Creative Communities Committee.
7. The report also presents two governance documents that are required early in each triennium the Governance Statement and the Triennial Agreement for Council's adoption.

DELEGATION OR AUTHORITY TO ACT | TE MANA WHAKATAU I NGĀ KAWENGA

8. The authority to adopt or amend Standing Orders is provided for in clause 27, Schedule 7, Local Government Act 2002, and requires a vote of at least 75% of members to adopt new or amend existing standing orders.
9. The requirement to prepare and publish its local governance statement is contained in section 40 of the Local Government Act 2002. Council is not required by the Act to adopt the governance statement, but in adopting its Terms of Reference has made the adoption of the governance statement a Council decision.
10. The requirement to prepare and agree a Triennial Agreement is contained in section 15, Local Government Act 2002.
11. The power to appoint councillors to external organisations is reserved for Council in its Terms of Reference.

SIGNIFICANCE ASSESSMENT | HE AROMATAWAI MATUA

12. These matters are assessed as not significant as they do not meet one or more of the threshold criteria set out in Council's Significance and Engagement Policy.

RECOMMENDATION | NGĀ TAUNAKITANGA

Voting – Standing Order 19.3

- A. That Council maintain the default option of that the Mayor or Chairperson, or any other person presiding at a meeting, has a deliberative vote, and, in the case of an equality of votes, has a casting vote.

or,

That Council adopt the option that the Mayor or Chairperson, or any other person presiding at a meeting, only has a deliberative vote, and that in the event of an equality of votes for any question, that question would be lost.

Standing Order 5.6 – Voting system for Chairs, Deputy Mayors and Committee Chairs

- B. That Council adopt System A for Standing Order 5.6 – Voting system for chairs, deputy Mayors and committee chairs.

or

The Council adopt System B for Standing Order 5.6 – Voting system for chairs, deputy Mayors and committee chairs.

Standing Order 22 – Procedures for speaking and moving motions

- C. That Council adopt Option A – General Procedures for speaking and moving motions.

or

That Council adopt Option B – General Procedures for speaking and moving motions.

or

That Council adopt Option C – General Procedures for speaking and moving motions.

Public Forum

- D. That Council maintains a public forum starting 40 minutes prior the start of each Council meeting, and continuing for up to 30 minutes, where members of the public can raise directly with the Mayor and Councillors any matters that are of concern to them. This is in addition to Public Participation which is provided for in Standing Order 15.

or

The Council reverts to having no public forum but maintains all the other avenues for public participation.

Governance Appointments

E. That Council makes the following appointments:

Organisation	Councillor(s) appointed
Horowhenua District Health Transportation Trust	Cr Clint Grimstone
National Museum of Audio Visual Arts & Sciences Trust Board	Cr Nola Fox
Horowhenua Events Centre Trust	Cr Katrina Mitchell-Kouttab
Horowhenua Family Violence Intervention Programme Inc.	Cr Katrina Mitchell-Kouttab
Skills4Living	Cr Jo Mason
Save Our River Trust	Cr Nola Fox Alternate: Deputy Mayor David Allan
Levin Budget Service	Cr Clint Grimstone
Horowhenua Neighbourhood Support Management Committee	Cr Mike Barker
Coast Access Radio Trust Board	Cr Clint Grimstone

F. That Council appoint Cr Nina Hori te Pa and Cr Lani Ketu to Horowhenua Creative Communities Committee (Creative New Zealand).

G. That Council adopts the Governance Statement 2025-28

H. That Council adopts the Triennial Agreement 2025-28

DISCUSSION | HE MATAPAKINGA

STANDING ORDERS - OPTIONS

13. Council is required to adopt Standing Orders to govern the conduct of its meetings and those of its committees.
14. Standing Orders set out the procedural rules for the conduct of meetings of local authorities, committees, subcommittees and community boards. Their purpose is to ensure decision-making processes are transparent, orderly and consistent with legislative requirements.
15. The current Standing Orders meet the requirements of the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987, and reflect accepted practice for the conduct of meetings.

16. Amendments to Standing Orders require the support of not less than 75 percent of the members present.
17. At its meeting on 10 December 2025, Council agreed to carry forward the previous triennium's Standing Orders. This approach was recommended by officers as national changes were expected through the Local Government (System Improvements) Amendment Bill.
18. Those changes have not yet occurred and the timing of their implementation remains uncertain. As a result, Council has not yet had the opportunity to consider several Standing Order options that are normally addressed early in a new term.
19. This report therefore provides Council with the opportunity to confirm its preferred approach to these matters and tidy up outstanding governance settings, while continuing to monitor any national legislative changes.

Options | Ngā Kōwhiringa

20. Within the standing orders there are some options that Council may choose from. These are:
 - Standing Order 5.6 - Voting system for Chairs, Deputy Mayors and committee Chairs,
 - Standing Order 19.3 – Chairperson has a casting vote,
 - Standing Order 22 – General Procedures for speaking and moving motions.
21. Under current standing orders, System B is used for electing a Chairperson for a meeting, the Mayor/Chairperson does not have a casting vote, and Option C is used for speaking and moving motions.

Standing Order 5.6

22. While the Mayor has exercised his authority to appoint the Deputy Mayor and the Chairs of committees, there may be times thorough out the course of the term that a committee finds itself without a Chair or a Deputy. This could occur due to conflicts of interest or illness. When this occurs, standing orders empower the Council or committee to elect a Chair from amongst their members.
23. Standing order 5.6 sets out two options to choose from: System A and System B. This meeting may choose to confirm neither option, and leave it to each meeting to determine if the situation arises where a Chair needs to be elected. Alternatively, this meeting can choose one of the options to adopt for Council and all committees to follow if the need to elect a Chair occurs.
24. System A provides that a candidate is elected if they receive the votes of the majority of all the members who are present and voting. In this system, there is first round of voting for all candidates, if no candidate receives a majority of votes, then the lowest polling candidate is removed from the second round of voting. This continues until one candidate receives a majority of votes.
25. System B provides that a candidate is elected if they receive more votes than any other candidate. There is only one round of voting.
26. In both systems, in the event of a tie, the tie is resolved by lot.
27. Council currently uses System B.

Standing Order 19.3

28. This standing order sets out the default position should there be an equality of votes when deciding a question. It provides that the Mayor or Chairperson, or any other person

- presiding at a meeting, has a deliberative vote, and, in the case of an equality of votes, has a casting vote.
29. The Mayor or Chairperson with a casting vote does not have to use their casting vote, and if they do, they do not have to vote the same as their deliberative vote.
 30. However, the Local Government Act 2002 allows for a different approach to a tied vote if expressly provided for in a Council's standing orders.
 31. Council may choose to amend the standing orders so that the Mayor or Chairperson, or any other person presiding at a meeting, only has a deliberative vote. This would mean that in the event of an equality of votes for any question, that question would be lost. Any question could only be carried by a clear majority in favour.
 32. Council currently does not allow a casting vote to be used.

Standing Order 22

33. This standing order sets out the three possible options for moving and voting on motions during a meeting, Option A, Option B and Option C.
34. This meeting may choose to confirm none of the options which would mean that Option A is adopted unless, on the recommendation of the chairperson at the beginning of the meeting, that one of the other options be adopted for the meeting, or for particular items. This would need to be resolved by a simple majority of the meeting.
35. Alternatively, this meeting could choose to adopt a default Option other than A to apply for all Council and committee meetings.
36. The Options are set out below:

Option A/Kōwhiringa A

- *The mover and seconder of a motion cannot move or second an amendment. (This does not apply when the mover or seconder of a motion to adopt a report of a committee wants to amend an item in the report. In this case the original mover or seconder may also propose or second the suggested amendment).*
- *Only members who have not spoken to the original, or substituted, motion may move or second an amendment to it.*
- *The mover or seconder of an amendment, whether it is carried (in which case it becomes the substantive motion) or lost, cannot move or second a subsequent amendment.*
- *Members can speak to any amendment and, provided they have not spoken to the motion or moved or seconded an amendment, they can move or second further amendments.*
- *The meeting, by agreement of the majority of members present, may amend a motion with the agreement of the mover and seconder.*

Option B/Kōwhiringa B

- *The mover and seconder of a motion cannot move or second an amendment. (This does not apply when the mover or seconder of a motion to adopt a report of a committee wants to amend an item in the report. In this case the original mover or seconder may also propose or second the suggested amendment).*
- *Any members, regardless of whether they have spoken to the original or substituted motion, may move or second an amendment to it.*

- *The mover or seconder of an amendment that is carried can move or second a subsequent amendment. A mover or seconder of an amendment which is lost cannot move or second a subsequent amendment.*
- *Members can speak to any amendment.*
- *The meeting by agreement of the majority of members present may amend a motion with the agreement of the mover and seconder.*

Option C/Kōwhiringa C

- *The mover and seconder of a motion can move or second an amendment.*
- *Any members, regardless of whether they have spoken to the original or substituted motion, may move or second an amendment to it.*
- *The mover or seconder of an amendment whether it is carried or lost can move or second further amendments.*
- *Members can speak to any amendment.*
- *The meeting by agreement of the majority of members present may amend a motion with the agreement of the mover and seconder.*

37. Regardless of the option chosen, the meeting may resolve by simple majority, on the recommendation of the Chair, to adopt another option for the duration of the meeting or for a particular item.
38. Council currently uses option C.

Standing Order – 15

39. Standing Order 15 provides for Public Participation, allowing members of the public to speak to items that appear on the Council agenda.
40. During the previous triennium, Council introduced a separate Public Forum prior to Council meetings. The Forum was intended to provide an opportunity for members of the public to raise matters directly with the Mayor and Councillors that were not included on the meeting agenda.
41. The purpose of establishing the Public Forum was to create an additional avenue for community members to engage directly with their elected representatives on matters of interest or concern.
42. Attendance at the Public Forum was relatively low throughout the triennium. Fewer than ten requests were received to speak, and several of the issues raised were either operational in nature, more appropriately addressed by Council officers, or fell outside Council's responsibilities.
43. By comparison, 119 individuals engaged through the formal Public Participation process, which continued to receive significantly higher levels of use. Council also saw strong engagement through other mechanisms, including formal consultations and petitions.
44. Members of the public continue to have multiple opportunities to engage with elected members outside the Public Forum, including community engagement events such as *Cuppa with a Councillor*, direct contact via email or phone, and participation in consultation processes.
45. The Mayor has previously informally raised with Councillors whether the Public Forum should continue, given its low participation and limited effectiveness relative to other available engagement channels. The general consensus was that the Public Forum was not well attended and did not provide sufficient additional value to warrant its continuation,

particularly when other existing pathways already supported more effective, targeted, and meaningful engagement with the community.

46. Council may therefore wish to consider whether the Public Forum remains necessary, given the availability of these other well used engagement channels.
47. If Council wishes, it may formally remove the Public Forum provision while retaining the existing Public Participation process provided for in Standing Order 15.

COUNCIL APPOINTMENTS

48. At its 10 December 2025 meeting Council made several Councillor appointments but noted that the remainder would be made at a later date. These Councillor appointments are to:
 - Horowhenua District Health Transportation Trust
 - National Museum of Audio Visual Arts & Sciences Trust Board
 - Horowhenua Events Centre Trust
 - Horowhenua Family Violence Intervention Programme Inc.
 - Skills4Living
 - Save Our River Trust
 - Levin Budget Service
 - Horowhenua Neighbourhood Support Management Committee
 - Coast Access Radio Trust Board
49. The Horowhenua District Health Transportation Trust and the National Museum of Audio Visual Arts & Sciences Trust Board both require a Councillor appointee according to their deeds.
50. Additionally, Council can appoint two members to the Creative Communities Committee.
51. Creative New Zealand is the national arts development agency that supports and promotes arts and cultural activities across Aotearoa. Each year, Creative New Zealand (Creative NZ) allocates funding to the Horowhenua District Council to act as the administrator of local arts funding. The Creative Communities Committee, which includes local artists, iwi partners and Pasifika representatives, who are responsible for assessing applications and making funding decisions.
52. Local councils may appoint up to two representatives to the assessment committee (Horowhenua Creative Communities Committee). These may be elected members or community board members with an arts and culture focus or knowledge. Elected Councillors and local board members must not make up more than half of an assessment committee.

GOVERNANCE STATEMENT

53. A Local Governance Statement is a collection of information about the processes through which the Council engages with its community, how the Council makes decisions, and how the community can influence those decisions.
54. The Council under s40 LGA a local authority must prepare and make publicly available, following a triennial election of members, a local governance statement that must include specific information. This must be adopted by Council within six months after the triennial election. The Council's Triennial Election was held on Saturday 11 October 2025.
55. The Governance Statement can be adopted by ordinary resolution, and is separate from the obligations to prepare a long-term plan and the annual plan, which both require the special consultative procedure to be followed.
56. Horowhenua District Council Governance Statement has been amended to reflect:
 - The new Council for the 2025–2028 triennium

- Minor amendments i.e. review dates and descriptions.
 - Governance structures, including external organisation appointments as adopted by Council on 10 December 2025 following the 2025 triennial election and will be updated with any appointments subsequently made.
 - Updated Council management structure
 - District representation arrangements
 - Council committees and structures
 - Meeting processes including public forum.
57. Council must also note the statutory deadline for completion of the Governance Statement, which is six months after each triennial election. This means that this document must be adopted by 11 April 2026.
58. The 2025-28 Governance Statement is attached as Attachment 1.

TRIENNIAL AGREEMENT

59. The Local Government Act 2002 (the Act) encourages local authorities to work collaboratively towards achieving short and long term outcomes identified by their communities. It also identifies mechanisms for assisting local authorities to promote cooperation and avoid duplication amongst themselves when engaging communities and exercising general empowerment.
60. One of the requirements of the Act is for all local authorities within a region, to produce a Triennial Agreement. This Agreement must be in place no later than 1 March immediately after each triennial election. While this agreement is presented to Council 18 days later than the 1 March deadline, Council remains engaged with other Council in the region by the previous triennial agreement which remains in effect until replaced by a subsequent agreement.
61. The revised Agreement has been distributed to all councils in the Region for their consideration, and for their agreement or amendment.
62. The appended agreement meets the requirements of section 15 of the Act, in that it includes:
- protocols for communication and co-ordination among the local authorities; and
 - a statement of the process by which the local authorities will comply with section 16 in respect of proposals for new regional council activities; and
 - processes and protocols through which all local authorities can participate in identifying, delivering, and funding facilities and services of significance to more than 1 district.
63. Due to the timing of this agreement needing to be signed, and the extensive induction programme, it has not been possible to brief elected members on this agreement prior to presenting it to Council for adoption.
64. Once Council adopts the Triennial Agreement, officers will prepare the Agreement for the Mayor's signature.
65. The Triennial Agreement is attached at Attachment B.

NEXT STEPS | HEI MAHI

66. Officers will update Standing Orders to reflect Council's wishes, and will publish accordingly.
67. The Triennial Agreement will be prepared for the Mayor's signature.
68. The Governance Statement and Triennial Agreement will be published

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	Governance Statement 2025-28	20
B	2025-2028 Triennial Agreement	64



Governance Statement

2025 - 2028



Contents

1. What is a Local Governance Statement?	3
2. Functions, Responsibilities and Activities	4
3. Legislation	5
4. Local Legislation	6
5. Bylaw	6
6. Requests for Official Information	7
7. The Electoral System and the opportunity to change it	9
8. Representation Arrangements	10
8.1 Wards	10
8.2 Community Board	11
8.3 Māori Wards	11
8.4 Review of Representation Arrangements	11
9. Structure and Reorganisation Proposals	13
10. Members' Roles and Conduct	14
10.1 Division of Responsibility between the Council and Management	14
10.2 Role of the Council	14
10.3 Mayor	14
10.4 Deputy Mayor	15
10.5 Code of Conduct	15
11. Public Access to Council and Elected Members	16
11.1 Contacting the Council	16
11.2 Community Connection	16
11.3 Opportunities for Participation in Council Activities	16
11.4 Elected Representatives	17
12. Management Structure	21
13. Council Organisations	22
14. Appointments to Statutory Bodies, Community	23
15. Governance Structures and Processes	24
15.1 Establishment of Committees	24
15.2 Committee Appointments	25
15.3 Meeting Frequency	26
15.4 Terms of Reference	26
16. Meeting Processes	40
17. Engagement and Consulting with Māori	41
18. Key Approved Planning Documents	42

The Long Term Plan (LTP).....	42
Annual Plan	42
Annual Report	42
Horowhenua District Plan	42
19. Consultation	43
19.1 Special Consultation Procedure	43
19.2 Significance and Engagement Policy	43
20. Equal Employment Opportunities Policy	43

1. What is a Local Governance Statement?

A Local Governance Statement is a collection of information about the processes through which Horowhenua District Council engages with the residents of the Horowhenua District, how Council makes decisions, and how residents and ratepayers can influence those processes.

The Local Governance Statement supports the purpose of local government by promoting local democracy. The statement provides the public with information on the ways to influence local democratic processes

The Local Governance Statement is a requirement of the Local Government Act 2002 and includes the following broad categories of information:

- functions, responsibilities, and activities of the council
- electoral arrangements
- governance structures and processes
- the way elected members make decisions and relate to each other
- the management structure and key policies of the council

2. Functions, Responsibilities and Activities

The Local Government Act 2002 sets out the purpose of local government as:

- (1) The purpose of local government is—
 - (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
 - (b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- (2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—
 - (a) efficient; and
 - (b) effective; and
 - (c) appropriate to present and anticipated circumstances.

The Local Government Act 2002 introduced changes to the way councils plan ahead, and as part of this, placed a responsibility on councils to work with their communities to identify the community's expectations and priorities – known as community outcomes.

Council has an obligation to ensure that its work programmes and services contribute to community outcomes.

Our Long-Term Plan (LTP) sets out the Community Outcomes and the Council's priorities for the next 20 years. It also provides information on budgets, rating levels, major projects and general Council services. A LTP highlights the Council's plans for the next 20 years, including the means of funding the Council's ongoing programmes and capital works projects. Horowhenua District Council is currently delivering on the Long Term Plan 2024 - 2044.

Council has overall responsibility and accountability for the proper direction and control of the district's activities. This responsibility includes areas of stewardship such as:

- Core infrastructure and Services (i.e. roadways, footpaths, water, sewerage and stormwater)
- Community Services and Facilities (i.e. libraries, recreational facilities and community facilities)
- Regulatory Functions and Services (i.e. building and resource consents, health, animal control, parking and general bylaws)
- Environment (i.e. parks, reserves and built environment)
- Local Economy (promoting a resilient and diverse economy)
- Local Democracy (i.e. access to Council information and public engagement opportunities)
- Financial Management of the Council (ensuring Council expenditure is affordable and sustainable)

3. Legislation

In conducting its activities, Horowhenua District Council exercises powers and fulfils responsibilities conferred on it by New Zealand and Local Legislation. The following outlines applicable statutory requirements. Please note this list is not exhaustive, but outlines those statutes which are most commonly used:

Section 46(1) Local Government Act 2002 - Councillors can be held liable for losses resulting from negligence or unlawful action by the elected Council.

Schedule 7 clause 1 of The Local Government Act 2002 - Any elected member (the Mayor or a councillor) will be disqualified if they cease to be an elector or become disqualified for registration as an elector under the Electoral Act 1993, or are convicted of an offence punishable by a term of imprisonment of two years or more.

Local Authority (Members' Interests) Act 1968 - This regulates the circumstances under which a member has a pecuniary interest in a matter before the Council. Nobody may be elected to a Council, or once elected, remain a member, if the value of contracts between the Council and that member exceed \$25,000 in any financial year. Nor may a member participate in the discussion or voting on a matter in which the member has a direct or indirect pecuniary interest, except an interest in common with the public. If members are convicted of a breach of this requirement they will be automatically be disqualified from office. They may also be fined up to \$100. A disqualified member may, however, stand for election at a by-election.

The Local Government Official Information and Meetings Act 1987 ("LGOIMA") - The obligations of LGOIMA are binding on members. They apply to the disclosure of information by a member in respect of any information held by that member (in his or her capacity as member) to a member of the public. The underlying principle is that unless there is good reason to withhold it, information should be made available. Section 7 of the Act gives a number of grounds for withholding disclosure. The LGOIMA also sets out the procedural requirements for meetings of local authorities, the publication of agenda, procedures for discussion with the public excluded and access by the public to the minutes of meetings.

Statutes Pertaining to Local Government - In fulfilling its purpose, the Horowhenua District Council exercises powers and fulfils responsibilities conferred on it by various Statutes. These are:

- Local Government Acts of 1974 and 2002
- Local Electoral Act 2001
- Local Government (Rating) Act 2002
- Local Government Official Information and Meetings Act 1987
- Resource Management Act 1991

In addition, there are numerous other general Acts of Parliament that confer powers on the council and regulate its functions.

4. Local Legislation

In addition to the legislation that applies to all local authorities (in particular the Local Government Act, the Rating Act, the Resource Management Act, the Building Act, and the Reserves Act), Council is also bound by various local legislation (acts that apply specifically to it). These are:

- Levin Borough Empowering Act 1966 [1966, No. 22 (L)]
- Levin Borough Empowering Amendment Act 1968 [1968, No. 5 (L)]
- Levin Borough Empowering (Playford Park) Act 1948 [1948, No. 10 (L)]
- Levin Borough Empowering Amendment Act 1952 [1952, No. 54 564 (2)]
- Levin Borough Reserves Vesting and Empowering Act 1907 [1907, No. 12 (12)]
- Local Government (Water Services) Act 2025
- Horowhenua County Loan Act 1910 [1910, No. 12 (L)]
- Manawatu County Loan and Empowering Act 1917 [1917, No. 2 (L)]
- Reserves and Other Land Disposal Act 1956 – Section 21 [Foxton Beach]
- Reserves and Other Land Disposal Act 1965 – Section 9 [Endowment]
- Reserves and Other Land Disposal Act 1968 – Section 13 [Land]

5. Bylaw

Where an issue is not already covered under existing legislation, Council may create a new bylaw provided that the proposed bylaw is the most appropriate form of bylaw; and does not give rise to any implications under the New Zealand Bill of Rights 1990. If a draft bylaw is approved, it will go out for public consultation. Horowhenua District Council must follow a special consultative procedure (with exceptions) on any proposed changes to an existing bylaw or in the creation of a new bylaw.

For a list of current and operative Bylaw enforced by Horowhenua District Council visit:

<http://www.horowhenua.govt.nz/Council/Local-Bylaws-Policies>

6. Requests for Official Information

Two pieces of legislation prescribe how and what information is disclosed and protected for Local Government.

They are:

- Local Government Official Information and Meetings Act 1987 (LGOIMA)
- Privacy Act 1993

Local Government Official Information and Meetings Act 1987 (LGOIMA)

The purposes of this Act are –

- To provide for the availability to the public of official information held by local authorities
- To promote the open and public transaction of business at meetings of local authorities, in order
- To enable more effective participation by the public in the actions and decisions of local authorities; and
- To promote the accountability of local authority members and officials, and thereby enhance respect for the law and to promote good local government in New Zealand
- To provide for proper access by each person to official information relating to that person
- To protect official information and the deliberations of local authorities to allow for public interest and the preservation of personal privacy.

The underlying principle of the Act is the 'principle of availability'. That is, information should be made available unless there is good reason to withhold it.

Given the size of our organisation, a policy dealing with information requests needs to be simple and easy to use. Information to guide staff on when and how to apply either piece of legislation is required so Council can make appropriate and consistent decisions.

The Act also promotes the open and public transaction of business at meetings of local authorities.

Generally, members of the public are entitled to attend any meeting of Council or a committee of Council. There are times however when, for specific reasons, public may need to be excluded for the whole or part of a meeting. Any exclusion must be justified under the Act.

Official information includes any information held by a local authority. Most information held by a local authority is classified as official information. This can be held in any form including tape, electronic, maps, plans, etc. It does not include information contained in library or museum material used for reference or exhibition purposes.

Personal information includes information about a "natural" person (living identifiable person).

Once a request is made, the Council must supply the information within 20 working days unless there is a reason for withholding it. The Council may charge for official information under guidelines set down by the Ministry of Justice. This will apply particularly where considerable staff time is required to research information.

The LGOIMA says that information may be withheld if release of the information would:

- prejudice maintenance of the law;
- endanger the safety of any person;
- compromise the privacy of any person;
- reveal confidential or commercially sensitive information;
- cause offence to tikanga Māori or would disclose the location of waahi tapu;
- prejudice public health or safety;
- compromise legal professional privilege;
- disadvantage the local authority while carrying out negotiations or commercial activities;
- allow information to be used for improper gain or advantage.

Privacy Act 1993

The Privacy Act 1993 amended the LGOIMA by removing the right of access to personal information about the person making the request, and requiring consultation with the Privacy Commissioner by the Ombudsman when considering a decision to withhold information on privacy grounds.

The Privacy Act deals with requests for personal information about a 'natural' person (living identifiable person). The objective of the Privacy Act is to provide protection for individual privacy. The Act's focus is on how information about a person is collected, used, disclosed, stored and accessed. There are 12 'principles' that should be adhered to.

Privacy Officer

At least one person in the organisation is assigned the duties of a 'Privacy Officer'. That person's responsibilities include encouraging compliance with the Act and assisting the Privacy Commissioner to investigate any complaints made.

Key points for implementing the Act:

- Only an individual who is in New Zealand or who is a citizen or permanent resident of New Zealand can make an information privacy request.
- Requests need not be in writing, can be verbal in person or over the phone
- To take all reasonable steps to grant the request within 20 working days after the request has been received
- Council may impose a charge in some circumstances. The individual making the request will be informed of the cost, should there be one, prior to officers proceeding with the request
- Council needs to communicate the reasons for refusing to provide information. It must also provide information on the right to seek a review from the privacy commissioner
- Legislation outlines the complaints process and powers of the Privacy Commissioner.

Horowhenua District Council processes requests for information in accordance with the Local Government Official Information and Meetings Act 1987 and the Privacy Act 1993. These aim to balance issues of transparency and public interest with limits on the disclosure of personal information. Releases of information are sent via email, where an email address has been supplied.

Information can be requested by:

- Downloading and completing our Official Information Request form available online at www.horowhenua.govt.nz and emailing it, along with any attachments to LGOIMAOfficer@horowhenua.govt.nz ;
- Phoning our Customer Service Centre on (06) 366 0999;
- Asking in person at one of our Customer Service Centres; or
- Downloading and completing our Official Information Request form available online at www.horowhenua.govt.nz and posting it, along with any supporting documents, to: LGOIMA Officer, Horowhenua District Council, Private Bag 4002, Levin 5540.
- Please be as specific as you can be in making your request; it helps us to find the information quickly for you. Make sure you include your contact phone number and either a postal or email address so we can provide you with a response. Further information about LGOIMA requests can be found at www.horowhenua.govt.nz.

7. The Electoral System and the opportunity to change it

The Horowhenua District Council currently operates its elections under the First Past the Post (FPP) electoral system.

The other option permitted under the Local Electoral Act 2001 is the Single Transferable Vote system (STV).

Currently, voters rank candidates in order of preference. The number of votes required for a candidate to be elected (called the quota) depends on the number of positions to be filled and the number of valid votes.

Council can resolve to change the electoral system it uses at the next two elections or conduct a binding poll on the question, or electors can demand a binding poll under the Local Electoral Act 2001.

At least 5% of electors can initiate a poll by signing a petition demanding that a poll be held. Once changed, an electoral system must be used for at least the next two triennial general elections, i.e. the electoral system cannot change for one election and then change back for the next election.

8. Representation Arrangements

8.1 Wards

Horowhenua District was divided into five wards for the 2025 election as shown on the map below. However, amendments to the Local Electoral Act 2001 required Council to undertake a referendum at the 2025 election on whether to retain its Māori Ward representation or not. That referendum saw 52% of voters reject the continuation of the Māori Wards. (Further information is below).

The Mayor is elected at large over the whole district, and Councillors by ward.

Kere Kere Ward	3,907 (2 members)
Miranui Ward	1,811 (1 member)
Levin Ward	11,098 (5 members)
Waiopēhu Ward	5,881 (2 members)
Horowhenua (Māori) Ward	3,084 (2 members)
Total	25,745



8.2 Community Board

Council has one Community Board - Te Awahou Foxton Community Board. This Board is constituted under Section 49 of the Local Government Act 2002 to:

- represent and act as an advocate for the interests of its community
- consider and report on any matter referred to it by the Council and any issues of interest or concern to the Community Board
- make an annual submission to Council on expenditure in the community
- maintain an overall of services provided by the Council within the community
- communicate with community organisations and special interest groups in the community
- undertake any other responsibilities delegated by the Council (currently the Council has not delegated any such responsibilities)

The Te Awahou Foxton Community Board has a Chairperson and four other members. The five members are elected triennially by electors in the Board's community, and the Council appoints one member from the two Kere Kere Ward Councillors. The Board elects its own Chairperson and Deputy Chairperson at its first meeting after the triennial election.

Electors can demand the formation of a new community board. This is done by a process similar to the reorganisation process described in the Local Government Act.

8.3 Māori Wards

The Local Electoral Act 2001 also gives the Council the ability to establish separate wards for Māori electors. The Council may resolve to create separate Māori wards.

The Council resolved in 2021 to create two Māori Ward Councillors which were included in the 2022 Elections.

Amendments to the Local Electoral Act 2001 required Council to undertake a referendum at its last election on whether to retain its Māori Ward representation or not. That referendum saw 52% of voters reject the continuation of the Māori Wards. From the 2028 election there will be no Māori wards in Horowhenua. The next opportunity to revisit this will be during the 2031-34 triennium, where any change will be implemented for the 2034 elections. The Local Electoral Act prevents the establishment of Māori wards prior to 2034.

8.4 Review of Representation Arrangements

Local authorities are required to review representation arrangements at least once in every period of six years. Horowhenua District Council's last reviewed its arrangements in 2021 and continued to retain the FPP system for the 2025 election at a meeting on 30 August 2023. This decision was publicly notified.

A review must include the following:

- The number of elected members
- Whether the elected members (other than the Mayor) shall be elected by the entire district, or continue to be elected by their ward (or a mix of both systems)
- The boundaries and names of those wards and the number of members that will represent each ward (if election by wards is preferred)
- Whether to have Community Boards and if so how many, their boundaries and membership and whether to subdivide a community for electoral purposes

A review of representation arrangements cannot investigate the establishment of Māori ward until at least the 2031-34 triennium

The Council must follow the procedure set out in the Local Electoral Act 2001 when conducting this review. It should also follow guidelines published by the Local Government Commission. The Act gives electors the right to make a written submission to the Council, and the right to speak to the submission at a hearing.

Electors have the right to appeal any decisions on the above to the Local Government Commission, which will make a binding decision on the appeal. Further details on the matters that the Council must consider in reviewing its membership and basis of election are found in the Local Electoral Act 2001.

9. Structure and Reorganisation Proposals

The Local Government Act 2002 sets out procedures, which must be followed during proposals to:

- Make changes to the boundaries of the District
- Create one or more new territorial local authorities (city or district councils)
- Create a unitary authority, ie transfer the functions of Horizons Regional Council to district councils in the Manawatu-Wanganui region
- Transfer a particular function or functions to another council.

The process begins when an application is lodged with the Local Government Commission. This can be done by any person, body or group, including a local authority or the Minister of Local Government.

Further information on these requirements is in the Local Government Act 2002, Schedule 3. The Local Government Commission has also prepared guidelines on procedures for local government reorganisation, which are available on its website www.lgc.govt.nz

10. Members' Roles and Conduct

A key to the efficient running of any council is that there is a clear division between the role of Elected Members and that of management.

10.1 Division of Responsibility between the Council and Management

The Local Government Act 2002 sets out a series of governance policies that support the principles of local government.

The Council is required to publish a Local Governance Statement. This clarifies the governance and management responsibilities together with the governance role and expected conduct of elected members. The Statement describes the effective, open and transparent processes used by Council. This ensures separation of regulatory and non-regulatory responsibilities and explains the good employer requirements.

Council's Local Governance Statement ensures the community has information on the processes the Council follows when making decisions and taking action and how the community can influence these processes.

While Council has delegated many of its functions, it maintains overall responsibility for effective systems of internal control. Internal control includes the policies, systems and procedures established to provide measurable assurance that specific objectives will be achieved.

10.2 Role of the Council

The Council has overall responsibility and accountability for the proper direction and control of the Council's activities in pursuit of community outcomes. This responsibility includes:

- Formulating the District's strategic direction in conjunction with the community - Long Term Plan (LTP)
- Determining the services and activities to be undertaken
- Managing principal risks
- Administering various regulations and up-holding the law
- Monitoring the delivery of the LTP and Annual Plan
- Ensuring the integrity of management control systems
- Safeguarding the public interest
- Ensuring effective succession of elected members
- Reporting to ratepayers.

The Mayor and Councillors of the Horowhenua District Council have the following roles:

- setting the policy direction of Council
- monitoring the performance of the Council
- representing the interests of the District (on election all members must make a declaration that they will perform their duties faithfully and impartially, and according to their best skill and judgment in the best interests of the District)
- employing the Chief Executive Officer (under the Local Government Act 2002, the local authority employs the Chief Executive Officer who in turn employs all other staff on its behalf)

10.3 Mayor

The Mayor is elected by the District 'as a whole', and as one of the elected members, shares the same responsibilities as other members of Council. In addition, the Mayor has the following roles:

- Presiding member at Council meetings. The Mayor is responsible for ensuring the orderly conduct of business during meetings (as determined in Council's Standing Orders)
- Advocate on behalf of the community. This role may involve promoting the community and representing its interests. Such advocacy will be most effective where it is carried out with the knowledge and support of the Council
- Ceremonial head of Council
- Provides leadership and feedback to other elected members on teamwork and chairing committees.

10.4 Deputy Mayor

The Deputy Mayor is appointed by the Mayor at the first meeting of the Council following each triennial election. The Deputy Mayor exercises the same roles as other elected members. In addition, if the Mayor is absent or incapacitated, or if the office of Mayor is vacant, then the Deputy Mayor must perform all the responsibilities and duties and may exercise the powers of the Mayor (as summarised above). The Deputy Mayor may be removed from office by resolution of Council.

10.5 Code of Conduct

Schedule 7 clause 15 of the Local Government Act 2002 requires every Council to adopt a Code of Conduct for the Elected Members of the Council. Horowhenua District Council adopted its Code on 10 December 2025. Council will be required to adopt an updated national standard Code of Conduct which is expected to be issued by the Secretary for Local Government in the first half of 2026. This code also applies to all persons appointed to Committees or Subcommittees of Council. A copy of the Code of Conduct can be made available upon request to Horowhenua District Council on (06) 366 0999 or found online here:

<https://www.horowhenua.govt.nz/Council/About-Council/Council-Committees>

Horowhenua District Council's Code of Conduct provides guidance on the standards of behaviour expected from Elected Members in their dealings with each other, the Chief Executive, staff, the media and general public.

The objectives of the Code of Conduct are to enhance:

- the effectiveness of the Council as a good local government for the District
- the credibility of the Council
- Mutual trust, respect and tolerance among members as a group and between members and those people they deal with in the course of their duties.

The Code of Conduct is based on the following general principles of good governance:

- Public interest - members must serve the interests of the District as a whole, their primary duty is to the interests of the entire District, not just the ward that elected them
- Honesty and integrity - members must not place themselves in situations where their honesty and integrity may be questioned
- Objectivity - members must make decisions on merit, including decisions making appointments, awarding contracts, or recommending individuals for rewards or benefits
- Accountability - members must be accountable to the public for their actions and the manner in which they carry out their responsibilities
- Openness - members must be open about their actions and those of the Council
- Personal judgment - members can and will take account of the views of others, but must reach their own conclusions on the issues before them
- Respect for others - members must promote equality by treating people with respect
- Duty to uphold the law - members must uphold the law, and on all occasions act in accordance with the trust the public places in them.
- Stewardship - members must ensure that the Council uses its resources prudently and for lawful purposes, and that the Council maintains sufficient resources to meet its statutory obligations to both present and future generations.

11. Public Access to Council and Elected Members

Contact details for Horowhenua District Council are as follows:

Horowhenua District Council
126-148 Oxford Street, Levin 5510
Private Bag 4002, Levin 5540
Phone 06 366 0999 (operates 24 hrs/7 days a week)
enquiries@horowhenua.govt.nz
www.horowhenua.govt.nz
www.facebook.com/HorowhenuaDC

11.1 Contacting the Council

Council can be contacted in a number of ways. Requests for Council service can be lodged in various ways including visiting, phoning or writing (including emails to enquiries@horowhenua.govt.nz and faxes) to the relevant Council department, the Chief Executive; or through Council's website www.horowhenua.govt.nz.

To contact the Mayor or a Councillor refer to pages 16-18.

Contact details for Council's management are shown on page 19 of this Local Governance Statement.

11.2 Community Connection

The Community Connection is published in the Horowhenua Chronicle on the first Wednesday of every month, excluding January. In addition to this it is available online at www.horowhenua.govt.nz.

11.3 Opportunities for Participation in Council Activities

Council offers numerous opportunities for community input into decision-making processes and strategy development. Council will inform Horowhenua residents (through the likes of newsletters, website and other key media publications) when key plans and policies are being developed/reviewed that require community input or feedback.

Regular opportunities exist for members of the public to raise their views with their elected members. These opportunities allow for a more informal conversation between elected members and the community.

At regular times throughout the year, the Mayor and Councillors host informal "cuppa with a councillor" meetings at venue through the district. These sessions involve the Mayor and one other councillor, or two councillors being based at various community facilities, and being available to talk with members of the community over a cup of tea.

All of these opportunities are mechanisms for the public to raise grass roots community concerns with the Mayor and councillors on an ongoing basis.

11.4 Elected Representatives

The elected representatives to Council are the Mayor and twelve Councillors. The Councillors are elected on a ward basis as follows:

Kere Kere Ward	2 members
Miranui Ward	1 member
Levin Ward	5 members
Waiopahu Ward	2 members
Horowhenua (Maori) Ward	2 members

The only Community Board in the district is the Te Awahou Foxton Community Board, which has five elected members. The Local Government Commission has determined that there will be one liaison Councillor elected from the Kere Kere Ward Councillors.

The Mayor, Councillors and Board Members are:

	<p>Mayor Bernie Wanden</p> <p>Mobile: 027 291 5546</p> <p>Email: mayor@horowhenua.govt.nz</p>
	<p>Deputy Mayor David Allan</p> <p>Ward: Kere Kere</p> <p>Mobile: 021 031 1812</p> <p>Email: cr.david.allan@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Mike Barker</p> <p>Ward: Levin</p> <p>Mobile: 021 642 953</p> <p>Email: cr.mike.barker@electedmembers.horowhenua.govt.nz</p>

	<p>Cr Nola Fox</p> <p>Ward: Kere Kere Ward</p> <p>Mobile: 022 497 7424</p> <p>Email: cr.nola.fox@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Morgan Gray</p> <p>Ward: Waiopahu</p> <p>Mobile: 020 455 6007</p> <p>Email: cr.morgan.gray@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Clint Grimstone</p> <p>Ward: Levin</p> <p>Mobile: 027 227 1394</p> <p>Email: cr.clint.grimstone@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Nina Hori Te Pa</p> <p>Ward: Horowhenua (Maori)</p> <p>Mobile: 022 367 3477</p> <p>Email: cr.nina.horitepa@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Sam Jennings</p> <p>Ward: Waiopahu</p> <p>Mobile: 029 471 1130</p> <p>Email: cr.sam.jennings@electedmembers.horowhenua.govt.nz</p>

	<p>Cr Lani Ketu</p> <p>Ward: Horowhenua (Māori)</p> <p>Mobile: 027 486 9279</p> <p>Email: cr.lani.teraukuraketu@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Paul Olsen</p> <p>Ward: Miranui</p> <p>Mobile: 027 459 8078</p> <p>Email: cr.paul.olsen@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Jo Mason</p> <p>Ward: Levin</p> <p>Mobile: 027 248 6643</p> <p>Email: cr.jo.mason@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Katrina Mitchell-Kouttab</p> <p>Ward: Levin</p> <p>Mobile: 022 466 0970</p> <p>Email: cr.katrina.mitchell-kouttab@electedmembers.horowhenua.govt.nz</p>
	<p>Cr Alan Young</p> <p>Ward: Levin</p> <p>Mobile: 027 843 2844</p> <p>Email: cr.alan.young@electedmembers.horowhenua.govt.nz</p>

Te Awahou Foxton Community Board

	<p>Ross Brannigan <i>Chairperson</i> Mobile: 021 247 7338 Email: cb.ross.brannigan@electedmembers.horowhenua.govt.nz</p>
	<p>Irene Wakefield <i>Deputy Chairperson</i> Mobile: 021 024 36407 Email: cb.irene.wakefield@electedmembers.horowhenua.govt.nz</p>
	<p>Jason Davy Mobile: 027 444 3873 Email: cb.jason.davy@electedmembers.horowhenua.govt.nz</p>
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	<p>Judy Sanson Mobile: 027 497 3976 Email: cb.judy.sanson@electedmembers.horowhenua.govt.nz</p>

12. Management Structure

The Chief Executive and staff are responsible for managing day-to-day operations and implementing Council's decisions and policies. The organisation is structured under six groups, each of which is headed by a Group Manager.

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

Further information on Council's Leadership Team can be found by going to:

<http://www.horowhenua.govt.nz/Council/Your-Council/Leadership-Team>

The Local Government Act requires the Council to employ a Chief Executive whose responsibilities are to employ other staff on behalf of Council, implement Council decisions and provide advice to the Council. Under the LG Act the Chief Executive is the only person who may lawfully give instructions to a staff member. Any complaint about individual staff members should be directed to the Chief Executive, rather than the Mayor or Councillors.

Council is supported by a professional corporate organisation, led by the Chief Executive. Senior Officers provide Council with policy advice and are responsible for implementing Council's policies to achieve the results Council seeks to accomplish during the triennium.

Monique Davidson is Council's Chief Executive. Her contact details are:



Monique Davidson
Chief Executive

Email: moniqued@horowhenua.govt.nz

Phone: 06 366 0999

13. Council Organisations

Part 1 of the Local Government Act 2002 identifies two types of organisations for which a local authority has governance responsibilities. Briefly, these organisations are described as:

1. Council Organisations (COs) – where one or more local authorities control one or more voting rights or have the right to appoint one or more directors.
2. Council-Controlled Organisations (CCOs) – where one or more local authorities control 50% or more of the voting rights or have the right to appoint 50% or more of the directors.

Each of these organisations delivers services, provides advice, or in some way supports the achievement of the objectives in the Council's Long Term Council Community Plan.

The Local Government Act 2002 requires that Council may appoint a person as a director of a CO or CCO only if the Council considers the person has the skills, knowledge and experience to:

- guide the organisation, given the nature and scope of its activities
- contribute to the achievement of the objectives of the organisation.

The Council is required to adopt a policy setting out an objective and transparent process for identifying and considering the skills, knowledge, and experience required of directors of a CO or CCO, and their appointment and remuneration.

The Council has direct and indirect shareholdings in a variety of CCOs and control, either through ownership greater than 50%, or the ability to appoint more than half of the board. These organisations all operate on a commercial basis at arm's length from the Council.

There are a number of regionally owned or controlled organisations in which the Council has an interest through ownership or representation, but does not have the ability to appoint more than half of the directors, or does not own 50% or more of the shareholding. These include Civic Assurance, MWLASS and Local Government Financial Agency, of which Council have a minor shareholder interest in.

The Council also has non-controlling interests in numerous Council organisations, by virtue of appointing one or more board members or trustees. These are generally "not for profit" bodies, and includes:

Council Controlled Organisations

- **Shannon Community Development Trust** – Council appoints 100% of the new Trustees to the Shannon Community Development Trust. The Shannon Community Development Trust distributes funding to support projects that bring benefits to the Shannon community.
- **Central District Waters** – Council recently initiated a Water Services Organisation – Central Waters – a joint Council Controlled Organisation involving Horowhenua District Council, Palmerston North City Council and Rangitikei District Council. While not fully operational yet, it will formally begin operations on 1 July 2027. Council appoints two members to the Shareholding Committee of Central Waters
- **Manawatu-Wanganui Local Authority Shared Services (MW LASS)** – Horowhenua District Council is a constituent member of MWLASS. MW LASS was formed in October 2008 by seven local councils to provide an "umbrella vehicle" for councils of the Manawatū- Whanganui region to investigate, procure, develop and deliver shared services. The company comprises of a Board of eight directors, seven CEOs of the shareholding councils and one Independent Director. The Board oversees the governance of MW LASS. The company is exempt from reporting its performance under the Local Government Act 2002, schedule 10 (7) to 30 June 2027 as approved by Council on 30 October 2024.

14. Appointments to Statutory Bodies, Community Groups/Associations and Other Organisations 2025-2028

At the beginning of each term, Council appoints representation to statutory bodies, community associations and other organisations for the elected term. These appointments enable Council to support special interests groups and community orientated bodies within the community.

Community Organisation / Group	Appointment(s)
Access and Inclusion	Cr Mike Barker, Cr Jo Mason
Horowhenua Community Camera Trust	Cr Katrina Mitchell-Kouttab
Education Horowhenua	Cr Clint Grimstone
Foxton Futures Governance Group	Cr David Allan, Cr Nola Fox
Horizons Regional Council – Passenger Transport Committee	Cr Jo Mason, Cr Clint Grimstone
Horizons Regional Council – Regional Transport Committee	HWTM Bernie Wanden, Cr David Allan
Horizons Regional Council – Road Safety Group	HWTM Bernie Wanden
Manawatu/Wanganui Regional Disaster Relief Fund Trust	HWTM Bernie Wanden
Manawatū-Wanganui Regional Civil Defence Emergency Management Group Governance Body	HWTM Bernie Wanden
Older Person's Network	HWTM Bernie Wanden, Cr Katrina Mitchell-Kouttab
Shannon Community Development Trust	Cr Paul Olsen
Youth Network	Cr Alan Young
Waikawa Beach Ratepayers Association	Cr Morgan Gray, Cr Sam Jennings
Waitāreere Beach Progressive and Ratepayers Association Inc.	Cr Morgan Gray, Cr Sam Jennings
Manakau District Community Association	Cr Morgan Gray, Cr Sam Jennings
Hokio Progressive Association Inc.	Cr Morgan Gray, Cr Sam Jennings
Shannon Progressive Association Inc.	Cr Paul Olsen, Cr Lani Ketu
Mangaore Village Residents' Association	Cr Paul Olsen, Cr Lani Ketu
Tokomaru Ratepayers Association	Cr Paul Olsen

15. Governance Structures and Processes

The Council reviews its committee structure after each triennial election to ensure that it aligns with how Council wishes to go about the business of setting strategic direction and the decision making process.

Council's governance structure recognises the Risk and Assurance Committee, Community Funding & Recognition Committee, Hearings and Regulatory Committee, Chief Executive Employment and Performance Committee, District Licensing Committee and Community Wellbeing Committee as official committees of Council.

Horowhenua District Council

Committee Structure 2025-2028

Council Meeting			Meets 6 weekly Formal Agenda
Chief Executive Performance and Employment Committee	Risk and Assurance Committee	Community Wellbeing Committee	Meets 12 weekly Formal Agenda
Hearings and Regulatory Committee	Community Funding and Recognition Committee	District Licensing Committee	Meets as required Formal Agenda
Procurement Review Group			Meets as required Informal Agenda – Formal report to Council

15.1 Establishment of Committees

Under section 41A of the Local Government Act 2002 the Mayor has the power to establish the committees of the governing body and appoint the chairperson of each committee of the governing body before the other members of the committees are determined.

Committee includes, in relation to the Council:

1. A committee comprising all the members of the Council;
2. A standing committee or special committee appointed by the Council;
3. A standing committee or special committee appointed by the Mayor;
4. A joint committee appointed under clause 30 of Schedule 7 of the Local Government Act 2002;
5. Any subcommittee of a committee described in items (a) (b), (c) or (d) of this definition;
and
6. A subordinate decision-making body, including Subcommittees and Forums.

15.2 Committee Appointments

Appointments for the 2025 - 2028 triennium are as follows:

Committee	Members	Chair
Risk and Assurance Committee	C Young Cr Gray Cr Fox Cr Barker *Mayor Wanden Independent Member x2	Cr Jennings
Community Wellbeing Committee	Cr Mitchell-Kouttab *Mayor Wanden	Cr Mason
Chief Executive Performance and Employment Committee	Cr Allan Cr Mason Cr Grimstone Cr Olsen Cr Jennings	Mayor Wanden
Hearings and Regulatory Committee	Cr Allan Cr Barker Cr Jennings Cr Ketu Mayor Bernie Wanden	Cr Grimstone
Community Funding and Recognition Committee	Councillor Allan Cr Mason Mayor Bernie Wanden	Cr Hori te Pa
District Licensing Committee	DLC Panel	<u>Chairperson</u> Cr Morgan Gray <u>Commissioner</u> Mr Ross Brannigan
Procurement Review Group	Cr Jennings Cr Olsen Executive Leadership Team	Chief Executive

15.3 Meeting Frequency

Council and the Te Awahou Foxton Community Board meet on a six weekly meeting cycle.

Chief Executive Employment and Performance Committee, Risk and Assurance Committee, and Community Wellbeing Committee meet on a 12 weekly cycle.

Hearings and Regulatory Committee, Community Funding and Recognition Committee and District Licensing Committee meet as required. A schedule of meetings dates can be found on Council's website: <http://www.horowhenua.govt.nz/Council/Your-Council/Meeting-Schedules-Requests>

15.4 Terms of Reference

Terms of Reference for Council, committees and special committees were adopted by Council on 10 December 2025.

COUNCIL	
Membership	Thirteen
Meeting Frequency	Meets on a six weekly basis Extraordinary Meetings can be called following a resolution of Council, or on the requisition of the Chair or one third of the total membership of Council
Quorum	Seven

Terms of Reference

The Council's terms of reference include the following powers which cannot be delegated to committees, officers or any other subordinate decision-making body.

The power to:

- a) make a rate
- b) make a bylaw
- c) borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Plan
- d) adopt a Long Term Plan or Annual Plan and Annual Report
- e) appoint a Chief Executive
- f) adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long Term Plan or developed for the purpose of the Governance Statement
- g) adopt a remuneration and employment policy
- h) approve or amend Council's Standing Orders
- i) approve or amend the Code of Conduct for elected members
- j) appoint and discharge members of committees
- k) establish a joint committee with another local authority or other public body
- l) make the final decision on a recommendation from the Ombudsman where it is proposed that Council not accept the recommendation.

In addition, Council can:

- m) approve a proposed plan under the Resource Management Act 1991
- n) approve Council policy and strategy
- o) remove chairpersons of committees and subcommittees
- p) approve Council's recommendation to the Remuneration Authority for the remuneration of

- elected members
- q) approve the Triennial Agreement
 - r) approve the Local Governance Statement
 - s) determine whether or how to fill any extraordinary Council vacancies
 - t) make decisions on representation reviews
 - u) appoint or remove trustees, directors or office holders to Council CCOs, COs or external bodies
 - v) approve the recommendation of a hearings commissioner on a proposed plan, plan change or variation (including private plan change) and
 - w) approve a proposed plan or a change to a district plan under clause 17 of the First Schedule.

RISK AND ASSURANCE COMMITTEE	
Elected Members	Six
Independent Members	Two - members to be appointed by Council
Meeting Frequency	12 weekly
Quorum	Half the membership, or a majority of members if there is an odd number
Reports to	Council

Purpose

The purpose of the Risk and Assurance Committee is to contribute to improving the governance, performance, and accountability of the Horowhenua District Council by:

- a) Ensuring that the Council has appropriate financial, health and safety, risk management and internal control systems in place.
- b) Seeking reasonable assurance as to the integrity and reliability of the Council's financial and non-financial reporting.
- c) Providing a communications link between management, the Council and the external and internal auditors and ensuring their independence and adequacy.
- d) Promoting a culture of openness and continuous improvement.

Terms of Reference

The Council delegates to the Risk and Assurance Committee the following responsibilities:

- a) To monitor the Council's treasury activities to ensure that it remains within policy limits. Where there are good reasons to exceed policy, this should be recommended to Council.
- b) To review the Council's insurance policies on an annual basis.
- c) To review, in-depth, the Council's annual report and if satisfied, recommend the adoption of the annual report to Council.
- d) To work in conjunction with Management in order to be satisfied with the existence and quality of cost-effective health and safety management systems and the proper application of health and safety management policy and processes.
- e) To work in conjunction with the Chief Executive in order to be satisfied with the existence and quality of cost-effective risk management systems and the proper application of risk management policy and processes, including that they align with commitments to the public and Council strategies and plans. This will incorporate a review of the strategic risks register annually and on a quarterly basis monitor the high risks and emerging risks through an in-depth review
- f) To provide a communications link between management, the Council and the external and internal auditors.
- g) To engage with Council's external auditors and approve the terms and arrangements for the external audit programme.
- h) To engage with Council's internal auditors and approve the terms and arrangements for the internal audit programme.
- i) To monitor the organisation's response to the external and internal audit reports and the extent to which recommendations are implemented.
- j) To engage with the external and internal auditors on any one-off assignments.

- k) To work in conjunction with management to ensure compliance with applicable laws, regulations standards and best practice guidelines, ensuring the evaluation and monitoring of the organisation's legislative compliance programme and systems.
- l) Evaluate and monitor business continuity policies and planning to provide assurance as to organisational readiness.
- m) Be aware of and monitor any legal proceedings involving potential or contingent liability.
- n) Monitor the continuous improvement recommendations that come out of key reviews (CouncilMARK, Section 17a Reviews or any other) to ensure key actions and recommendations are progressed.

Specific Delegations

Subject to any expenditure, having been approved in the Long Term Plan or Annual Plan the Risk and Assurance Committee shall have delegated authority to approve:

- a) Risk management and internal audit programmes.
- b) Terms of the appointment and engagement of the audit with the external auditor.
- c) Additional services provided by the external auditor.
- d) The proposal and scope of the internal audit.

In addition, the Council delegates to the Risk and Assurance Committee the following powers and duties:

- e) The Risk and Assurance Committee can conduct and monitor special investigations in accordance with Council policy, including engaging expert assistance, legal advisors or external auditors, and, where appropriate, recommend action(s) to Council.
- f) The Risk and Assurance Committee can recommend to Council:
 - i. Adoption or non-adoption of completed financial and non-financial performance statements.
 - ii. Governance policies associated with Council's financial, accounting, risk management, compliance and ethics programmes, and internal control functions, including the: Liability Management Policy, Treasury Policy, Sensitive Expenditure Policy, Fraud Policy, and Risk Management Policy.
 - iii. Accounting treatments, changes in generally accepted accounting practice (GAAP).
 - iv. New accounting and reporting requirements.

The Risk and Assurance Committee may not delegate any of its responsibilities, duties or powers.

COMMUNITY FUNDING AND RECOGNITION COMMITTEE	
Elected Members	Four
Independent Members	None
Meeting Frequency	As required
Quorum	Half the membership, or a majority of members if there is an odd number.
Reports to	Council

Purpose

The Community Funding and Recognition Committee is responsible for the effective allocation and monitoring of the Council's grants. In addition, the committee is responsible for considering applications and making recommendations for Civic Honours and Youth Excellence Scholarships.

Terms of Reference

The Community Funding and Recognition Committee is responsible for the following areas:

- a) Approve the priorities for allocating grants within each grant fund annually
- b) To determine under delegation the allocation of funding to specified applicants and report these allocations back to Council.

In fulfilling their role, all members shall be impartial and independent at all times.

Community Grants and Funding

- a) To consider the allocation of community grants in line with the relevant grants criteria and priorities for:
 - Community Development Grant
 - Community and Social Services Grant
 - Special Projects Grant
 - Rural Halls Grant
 - Vibrant Communities Grant.
- b) To consider the Community Wellbeing Strategy and the associated Action Plan priorities: Education, Positive Ageing, Youth, Arts, Culture & Heritage, Pride & Vibrancy, and Access & Inclusion when making funding recommendations:
- c) To make recommendations to Council for endorsement of funding allocations to specified applicants
- d) The criteria and focus areas for community grants funds will be reviewed by the Community Funding & Recognition Committee each triennium and recommendations regarding any significant changes will be made to Council during each three (3) year term.

Civic Honours and Special Awards

The Committee has the delegated responsibility to make decisions on behalf of Council with all decisions to be reported to Council (In-committee).

- a) To assess and consider nominations for the following awards:
 - Certificate of Recognition
 - Civic Honours

- 50 Years' Service Award.
- b) To receive and approve the Mayor's recommendations for Special Honours acknowledging significant and meritorious service not otherwise recognized.

Youth Excellence Scholarships

The Committee has the delegated responsibility to:

- a) assess and consider applications for Youth Excellence Scholarships and award in line with criteria and budget allocation
- b) make recommendations to Council (In-committee) for endorsement of funding to specified applicants.

Tertiary Scholarships

Tertiary Scholarship recipients are selected in conjunction with the sponsoring Council Manager by whom the Scholarship recipient will be required to be supervised.

One member of the Community Funding & Recognition Committee and a Council Manager from the Group in which the scholarship applicant has applied to work will:

- a) assess and consider applications for Tertiary Scholarships and award in line with criteria and budget allocation.

The Committee will:

- b) review the scholarship criteria and make recommendations to Council each triennium.

All recommendations are reported to Council for endorsement.

International Representation Grant

International Representation Grants are awarded on an ad-hoc basis throughout the year as individuals are offered opportunities for international representation.

Grants are awarded within the allocated budget and in line with the grant criteria.

As individual applications are received, a Council officer will prepare a summary report and make a recommendation. This will be circulated to Committee members via email along with a copy of the application. Committee Members will:

- a) assess and consider applications and award in line with criteria and budget allocation
- b) make decisions on behalf of Council. Due to the at times, tight timeframes, it is not always practical to report to Council prior to awarding a grant
- c) All decisions will be reported to Council.

HEARINGS AND REGULATORY COMMITTEE	
Elected Members	Five
Independent Members	None
Meeting Frequency	Meets as required
Quorum	Half the membership, or a majority of members if there is an odd number
Reports to	Council

Area of Focus

The Hearings Committee will consider and determine matters under these acts:

- Resource Management Act 1991
- Dog Control Act 1996

Terms of Reference

The Hearings Committee has responsibility for and authority to:

- undertake the administration of all statutory functions, powers and duties within its terms of reference, other than those specifically delegated to any other committee or retained by Council
- approve Council's list of Hearings Commissioners under the Resource Management Act 1991 (comprising qualified Councillors sitting as Hearings Commissioners and independent Commissioners)
- review and agree the Council's guidelines for composition of hearings panels
- conduct statutory hearings on regulatory matters such as Council Bylaws, matters under the Dog Control Act 1996, etc, and undertake and make decisions on those hearings (excluding Resource Management Act 1991)
- hear and determine submissions and objections in relation to proposed changes to the operative District Plan
- hear and determine submissions and objections in relation to any proposed District Plan or variation thereof
- hear and determine any objections made under S 357 of the Resource Management Act (under which applicants may object to certain resource consent decisions made by officers under delegated authority)
- hear and consider matters requiring a decision as a result of the special consultative process having been undertaken and make any decisions needed as a consequence, except the actual adoption, pertaining to the formulation and review of Policy and Bylaws
- determine matters under any other legislation where a hearing process is necessary.

Note: 4. above does not preclude Committee Members dealing with matters under the Resource Management Act 1991.

CHIEF EXECUTIVE EMPLOYMENT AND PERFORMANCE COMMITTEE	
Elected Members	Five
Independent Members	None
Meeting Frequency	12 Weekly
Quorum	Half the membership, or a majority of members if there is an odd number
Reports to	Council

Area of Focus

The Chief Executive Employment and Performance Committee will have responsibility for the effective monitoring of the Chief Executive Officer's performance and has the authority to undertake the annual remuneration review. The Committee also has the role of undertaking any review for the purposes of clause 35 schedule 7 LGA 2002, making a recommendation under clause 34 schedule 7 LGA 2002, and (if applicable) undertaking any recruitment and selection process, for recommendation to the Council.

Terms of Reference

The Chief Executive Employment and Performance Committee will have responsibility and authority to:

1. Lead the Chief Executive recruitment process in accordance with best practice and the Local Government Act 2002, with the exception of the power to appoint a Chief Executive
2. Manage any employment dispute(s) that may arise
3. Agree with the Chief Executive the annual performance objectives
4. Undertake a six monthly review to assess progress against the performance objectives, provide constructive feedback and agree to any amendments to the objectives with the Chief Executive
5. Conduct a review at the end of the financial year to assess progress against the performance objectives and provide constructive feedback
6. Undertake the annual remuneration review and make recommendations regarding remuneration to Council.

The committee do not have delegations to conduct the following – These responsibilities sit with the role of the wider Council.

- a) Undertake contract renewal/extension in accordance with the Local Government Act 2002
- b) Negotiate and amend the terms and conditions of employment of the Chief Executive
- c) Determine annual remuneration review decisions

COMMUNITY WELL-BEING COMMITTEE	
Elected Members	Up to Three
External Membership	Various
Meeting Frequency	12 Weekly
Quorum	An elected member as Chair of the meeting. There is no formal set quorum for this meeting, other than an elected member as Chair, as it is a non-decision making body.
Reports to	Council

Purpose

The Community Wellbeing Committee brings together representatives from Council, government and non-government organisations, and community forums. The Committee will focus on population level results and indicators (rather than specific programme deliverables or client level results) and key action plans.

Terms of Reference

The Community Wellbeing Committee will have responsibility to:

- a) Oversee the implementation of the Community Wellbeing Strategy and associated wellbeing action plans.
- b) Determine the key population level results and indicators for the next 3 years, and monitor those
- c) Receive reports from the Community Development Team that summarise target population group activity by Council and Council working groups
- d) Receive six monthly reports from all member agencies regarding activity directed at target population groups and provision of data that relates to specified strategy indicators
- e) Actively encourage coordination of members and their activities
- f) Foster strategic collaborations and partnerships
- g) Provide advice to Council officers on matters of community wellbeing in relation to specific target populations
- h) Seek to collectively influence relevant public policy
- i) Communicate Committee activity and information, to the public
- j) Educate the public and community on wellbeing matters
- k) Actively seek individual agency performance improvement, as well as "community wide" improvement
- l) Encourage community based local solutions to local issues
- m) Keep the wider community updated on progress towards the results sought across the Horowhenua District.

TE AWAHOU FOXTON COMMUNITY BOARD	
Elected Members	Five plus Kere Kere Ward Councillor (one)
Independent Members	None
Meeting Frequency	12 Weekly
Quorum	Half the membership, or a majority of members if there is an odd number
Reports to	Council

Purpose

The role of Te Awahou Foxton Community Board is to:

- represent and act as an advocate for the interests of its community
- consider and report on matters referred to it by Council
- maintain an overview of services provided by Council within the community
- prepare an annual submission to Horizons Regional Council and Horowhenua District Council for expenditure within the community
- communicate and liaise with community organisations and special interest groups within the community on matters of interest and concern.

Terms of Reference

The Community Board shall:

- facilitate the Council's consultation with local residents and community groups on local issues including input into the Long Term Plan, Annual Plan and policies that impact on the Community Board area
- engage with Council Officers on local issues and levels of service, including infrastructure, parks and recreation, and community services matters.
- Council will consult with the Board on all issues that impact on the Board's area and allow enough time for the Board's feedback to be considered before a decision is made.

The Community Board has responsibility for and authority to:

- a) Make submissions to any organisation, including submissions on resource consents notified by Horowhenua District Council or Horizons Regional Council, relating to matters of interest within the Board's area. A copy of any submissions made should be copied to the Chief Executive.
- b) Represent the interests of the community at Council, Committee or Subcommittee meetings when a motion under debate relates to a matter that the Board considers to be of particular interest to residents within its area.
- c) Consider matters referred to it by Officers, Council or committees, including reports relating to the provision of council services within the Board's area, and make submissions or recommendations in response to those matters as appropriate. This includes:
 - i. monitoring and keeping the Council informed of community aspirations
 - ii. keeping Council informed about the level of satisfaction with services provided
 - iii. providing input to proposed District Plan changes that may impact on the Board's area
 - iv. providing input into strategies, policies and plans
 - v. providing input to bylaw changes that impact on the Board's area.
- d) Provide input and feedback to Council Officers on the following matters:
 - i. local road work priorities

- ii. traffic management issues such as traffic safety, pedestrian crossings and street lighting
 - iii. application of the Resource Management Act (including notification of decisions) within the Board's area
 - iv. the Emergency Management needs of the area.
- e) This input and feedback can be provided from the full Board or from a subcommittee of the Board. The final decision on matters in d), will be made by Council Officers acting under their delegated authority.
- f) The Board shall formally report back to Council on its activities at each Council meeting via a written report of the Chairperson. The Chairperson will have speaking rights at each Council meeting.

PROCUREMENT REVIEW GROUP	
Elected Members	Two
Officer Membership	Chief Executive (Chair), Group Managers, Business Performance Manager
Quorum	Four, including Chief Executive and at least one elected member
Meeting Frequency	Monthly
Reports to	Risk and Assurance Committee

Purpose

The purpose of the Horowhenua District Council Procurement Review Group (PRG) is to manage the overall governance of procurement conducted on behalf of the Council.

Scope:

The scope of the PRG, in accordance with the Procurement Policy, is to meet to undertake the following core functions:

- Review and discuss as well as endorse or approve Procurement Plans which fall within Categories C and D procurement classifications.
- Approval of requests for variations to the procurement process
- Review potential conflicts of interest related to procurement.

Membership:

Members of the PRG include:

- Chief Executive (Chairperson)
- Elected Member (Delegated)
- Group Manager Community Experience and Services
- Group Manager Community Infrastructure
- Group Manager Community Vision and Delivery
- Group Manager Housing and Business Development
- Group Manager Organisation Performance
- Business Performance Manager
- Risk Manager

Each member of the PRG may delegate, where appropriate, another representative as/if required.

Members Responsibilities

The members shall:

- Be conversant with the Procurement Framework including the Procurement Strategy, Policy and Guidelines
- Raise any issues relevant to procurement at HDC
- Agree to support the terms of reference

Meetings:

The maintenance and servicing of the PRG will be the responsibility of Democracy Services. This shall include notice of meeting to members, agenda preparation and minutes. The normal requirements of LGOIMA apply, as do Standing Orders.

Agendas will be circulated not less than 5 working days prior to the meeting. Recommendations for agenda items are invited from Group members no later than 7 working days prior to the date of the meeting. The minutes (outcome(s)) of the meeting will be made available to members within 5 working days of the meeting.

The PRG will meet monthly, or more frequently if required for operational reasons. Attendance at meetings may be virtual, however, notice must be given to the meeting organiser as soon as practical.

Attendance and Quorum

Attendance to PRG meetings is not mandatory for all members, however, there must be a minimum of 4 members (or their delegated representative) in attendance to make a quorum. Failure to make a quorum may result in delays to procurement activities.

Members/roles required to attend include:

- PRG Chair (whether the Chief Executive or delegated)
- Elected Member (Delegated or substitute)
- Group Manager of any submitted Procurement Plan or Procurement activity under review
- Business Performance Manager

Staff not listed as members may be invited, by the Chair or meeting organiser, to PRG meetings to provide context and explanation when involved with a Procurement Plan or activity being presented. Other members of staff may attend the PRG with prior approval from the Chair.

Confidentiality

All attendees to a PRG meeting must ensure any commercially sensitive and/or information that could be seen to unfairly benefit external parties are not shared without prior approval from the Chair.

These matters are withheld from the public in accordance with LGOIMA ss 7(2)(b)(i) or (ii), or 7(2)(h) – (j), or any other section specified in the associated report.

Procurement Endorsement and Approval

In accordance with the Procurement Policy, Category C procurements can be approved by the PRG and Category D procurements require the PRG to give endorsement prior to going to Council for approval.

DISTRICT LICENSING COMMITTEE	
Elected Members	Two (Chairperson and Deputy Chairperson , as appointed under s. 189(2) and (3), respectively, of the Sale and Supply of Alcohol Act 2012
External Membership	Up to two, drawn from a panel
Meeting Frequency	As required
Quorum	Three
Reports to	Statutorily independent

Purpose

The Sale and Supply of Alcohol Act 2012 (the Act) requires Council to appoint a District Licensing Committee to deal with licensing matters. The District Licensing Committee is appointed to administer the Council's alcohol licensing framework, as determined by the Act.

Terms of Reference

The functions of the District Licensing Committee are specified by the Act and are:

- a) to consider and determine applications for licenses and manager's certificates
- b) to consider and determine applications for renewal of licenses and manager's certificates
- c) to consider and determine applications for temporary authority to carry on the sale and supply of alcohol in accordance with section 136 of the Act
- d) to consider and determine applications for the variation, suspension, or cancellation of special licenses
- e) to consider and determine applications for the variation of licenses (other than special licenses) unless the application is brought under section 280 of the Act (Note: section 280 relates to applications by constables or inspectors to the Alcohol Regulatory Licensing Authority (ARLA) for the variation, suspension or cancellation of a licence, other than a special licence)
- f) with the leave of the Chairperson for the licensing authority (ARLA), to refer applications to the licensing authority
- g) to conduct inquiries and to make reports as may be required of it by the licensing authority under section 175 of the Act
- h) any other functions conferred on licensing committees by or under the Act or any other enactment.

16. Meeting Processes

The legal requirements for council meetings are set down in the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 (LGOIMA).

All Council and committee meetings must be open to the public unless there is reason to consider some items with the public excluded. Although meetings are open to the public, members of the public do not have Public Participation time allocated unless they make prior arrangements with the Council.

Members of the public can request to speak to agenda items during the public speaking part of the meeting. More information about how to request time to speak to an item on the agenda at a Council meeting can be found on the HDC website or by calling Council.

<http://www.horowhenua.govt.nz/Council/Your-Council/Meeting-Schedules-Requests>

Where possible all Open Council meetings and workshops are publicly livestreamed through YouTube: <https://www.youtube.com/@HorowhenuaDistrictCouncil>

The LGOIMA contains a list of the circumstances where councils may consider items with the public excluded. These circumstances generally relate to protection of personal privacy, professionally privileged or commercially sensitive information and, the maintenance of public health, safety and order.

Council is required to adopt a set of Standing Orders for the conduct of its meetings and those of its committees.

The Horowhenua District Council confirmed their Standing Orders for Meetings on 10 December 2025. These can be found on Council's website. During meetings of the Council or committees, all council members must follow Standing Orders unless Standing Orders are suspended by a vote of three-quarters of the members present and voting. The Mayor or committee Chair is responsible for maintaining order at meetings.

It is expected that Council will need to adopt a new set of standing orders following an upcoming legislative change. All Councils will be required to adopt a nationally standard set of Standing Orders.

The Council agenda is a public document, although parts may be withheld if it contains an item that is to be considered with the public excluded.

Minutes of meetings must be kept and made publicly available, subject to the provisions of the LGOIMA.

For an ordinary meeting of the Council, at least 14 days notice of the time and place of the meeting must be given. Extraordinary meetings can generally be called on three working days' notice.

Monthly meeting schedules are required to be publicly notified together with the dates, times and venues of meetings to be held. Copies of order papers can be viewed either from the Horowhenua District Council Service Centres, Libraries and Council's website:
<http://www.horowhenua.govt.nz/Council/Your-Council/Council-Meetings>

17. Engagement and Consulting with Māori

There are four Iwi within the boundaries of the Horowhenua District Council – Muaūpoko, Ngāti Raukawa ki te Tonga, Ngāti Apa and Rangitāne. Horowhenua District Council recognises the importance and special position of tangata whenua within the district.

Engaging and consulting with Māori is important and as such Council is looking to enhance relationships by increasing the level of capacity and capability within the organisation. We are currently working on a Māori engagement framework and are in the final stages of developing the Tūhono ki Te Ao Māori – cultural induction toolkit for staff. This will help to achieve more meaningful and effective consultation on a wide range of issues affecting Māori.”

Protecting the environment, economic growth and social wellbeing is important to Council and Māori. As such it is vital that those with local knowledge and experience are consulted on a range of issues, activities and plan reviews such as Long Term Plan, Annual Plan and District Plan to name a few.

Through its decision-making processes, Council recognises the principals of the obligations under the Local Government Act for the Treaty of Waitangi / Te Tiriti o Waitangi and kaitiakitanga, providing for the relationship of Māori and their traditions with their ancestral lands, water sites, waahi tapu and other taonga.

And further, Council recognises its obligations under the Local Government Act 2002 to establish and provide opportunities to Māori to contribute to its decision-making processes and make information available to Māori for this purpose.

More information about these Iwi partnerships can be viewed at:
<http://www.horowhenua.govt.nz/Council/Iwi-Relationships>

Tiraki

Tiraki (Iwi/Hapū Relationships Framework) is a strategic document developed by Horowhenua District Council in collaboration with local Iwi and Hapū. It sets the high-level direction for how Council will build, maintain, and strengthen enduring partnerships with tangata whenua across our district. Grounded in the principles of Te Tiriti o Waitangi/The Treaty of Waitangi, this Framework affirms Council’s commitment to genuine, equitable, and culturally responsive engagement with Māori.

This document is intended to sit at the policy/strategy level. It defines the purpose and principles of partnership, outlines Council’s obligations under key legislation, and sets expectations for respectful and effective collaboration. It deliberately separates strategic intent from operational guidance.

More information about Tiraki can be viewed at: [Tiraki - Iwi/Hapū Relationships Framework - Horowhenua District Council](#)

18. Key Approved Planning Documents

The following are key Council planning and policy documents. To view or find out more about these plans, reports, policies or strategies, please contact Council.

The Long Term Plan (LTP)

A Long Term Council Community Plan (LTP) must be prepared that sets out Council's priorities for the next 20 years. It must provide information on budgets, rating levels, major projects and general Council services. It must also outline Horowhenua District's community outcomes – the aspirations of the community for the next 20 years or so – and Council's role in meeting them. The current LTP was adopted in June 2024 for the financial year beginning 1 July 2025. The Plan is reviewed and updated every three years, with the next review due in 2027.

Annual Plan

In intervening years where an LTP is not prepared, an annual plan must be prepared. Each annual plan will describe the work programme to deliver that year's 'slice' of the LTP.

Annual Report

After the end of the financial year Council publishes an annual report which contains audited accounts for the previous financial year. The purpose of the annual report is to:

- Compare the actual activities and actual performance of the local authority in the year with the intended activities and performance as set out in the LTP or annual plan
- Promote the local authority's accountability to the community for decisions made throughout the year by the local authority.

The Annual Report must be adopted by the end of October each year and contain an audited financial statement, set of accounts, and annual financial report which assesses Council's financial performance against its budget. Audit NZ are responsible for auditing Council's financials.

Horowhenua District Plan

The District Plan is Council's key document for managing the district's natural and physical resources, recognising Council's functions and duties under the Resource Management Act 1991. The main purpose of the District Plan is to ensure that land use and subdivision in the Horowhenua District are sustainably managed. The District Plan identifies the district's significant resource management issues and sets out objectives, policies and rules to address these.

The Council's second generation District Plan became operative on 1 July 2015 following the review of the Horowhenua District Plan (1999).

The following Strategies and Action Plans can be found on Council's website. These strategies and plans have been adopted by Council and inform the strategic vision and work plan for Council:

- Levin Town Centre Strategy
- Horowhenua Growth Strategy 2040
- Community Wellbeing Strategy and Action Plans
- Heritage Strategy
- Horowhenua Economic Development Strategy
- Open Space Strategy
- Waste Management and Minimisation Plan
- Horowhenua Development Plan
- Reserve Management Plan
- Horowhenua Shared Pathways Strategy

19. Consultation

The Horowhenua District Council carries out consultation according to the Local Government Act 2002. The Act sets out consultation requirements and principles for Council (sections 75-87) to follow when making decisions. You can find out more by visiting:

http://www.localcouncils.govt.nz/lqip.nsf/wpg_url/About-Local-Government-Local-Government-In-New-Zealand-How-councils-should-make-decisions#Decision-MakingPrinciples

19.1 Special Consultation Procedure

The Special Consultative Procedure has specific procedures that Council must follow when making certain types of decisions. The Special Consultative Procedure (mainly sections 83-87 of the Local Government Act 2002) is regarded as a minimum process that the Council must use when making decisions that trigger particular criteria within the Local Government Act 2002 or the Council's Significance and Engagement Policy.

To find out more about the Special Consultative Procedure, go to:

<http://www.legislation.govt.nz/act/public/2002/0084/latest/DLM172328.html>

19.2 Significance and Engagement Policy

Council's Significance and Engagement Policy (required under LGA 2002) outlines:

- general approach to determining the significance of proposals and decisions
- criteria or procedures for assessing the extent to which issues, proposals, assets, decisions, or activities are significant or may have significant consequences
- how the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets, or other matters, including the form of consultation that may be desirable
- how the local authority will engage with communities on other matters.

The purpose of the policy is for the council and the community to identify significance and have clarity about how the council will engage with the community.

Find out more at

<http://www.horowhenua.govt.nz/Council/Local-Bylaws-Policies/Significance-and-Engagement-Policy>

The Council can and does conduct consultation outside of these processes. A range of consultation techniques have been used including surveys, focus group meetings, meetings and displays.

TRIENNIAL AGREEMENT
Manawatū-Whanganui REGION
2025 -2028

Contents

Purpose.....	4
Parties.....	4
Working Together.....	4
Governance.....	5
Recognition of Resolutions by Joint Committee.....	6
Servicing and Support.....	6
Significant New Activities.....	6
Significant Facilities and Services.....	6
Consultation in Relation to Resource Management Act 1991 (RMA) Policy & Plans.....	7
Other Agreements.....	7
Resolving Disagreement.....	7
Agreement to Review.....	7
Statutory Requirements.....	8
Authority.....	8
Signing Page.....	9
Appendix One - Manawatū-Whanganui Mayoral Forum Terms of Reference.....	10
Statement of Purpose.....	10
Objectives.....	10
Principles.....	10
Powers.....	10
Membership.....	11
Election of Chair.....	11
Meetings.....	11
Quorum.....	11
Decision Making.....	11
Remuneration and Expenses.....	11
Standing Orders.....	11
Secretariat.....	11
Variations to this Agreement.....	12
Appendix Two – Climate Action Joint Committee Manawatū-Whanganui Terms of Reference.....	13
Statement of Purpose.....	13
Objectives.....	13
Powers.....	13
Decision making.....	14
Council decisions on the Joint Committee’s recommendations.....	14

<i>Membership</i>	14
<i>Election of Co-Chairs</i>	14
<i>Remuneration and Expenses</i>	14
<i>Standing Orders</i>	14
<i>Meeting Quorum</i>	14
<i>Meeting Schedule</i>	15
<i>Duration</i>	15
<i>Variations to this Agreement</i>	15

Purpose

The signatories are committed to working together to promote the social, economic, environmental, and cultural wellbeing of their communities—in accordance with principles of sustainable management for current and future generations, and of the Treaty of Waitangi.

The purpose of this Triennial Agreement (the Agreement) is to ensure appropriate communication, coordination and collaboration between local authorities within the Manawatū-Whanganui Region.

This Agreement is established under section 15 of the Local Government Act 2002 (LGA). It is effective until such time as it is either amended by the agreement of all parties or is renewed following the 2028 local authority elections (and no later than 1 March 2029).

Parties

The signatories to this agreement comprise *principal signatories* (those local authorities whose boundaries are completely or primarily encompassed within the Manawatū-Whanganui Region and who primarily identify with that region) and *non-primary signatories* (those local authorities whose boundaries bisect the Manawatū-Whanganui Region but whose principal identification is with another region).

Principal Signatories:

- Manawatū-Whanganui Regional Council (Horizons)
- Horowhenua District Council
- Manawatū District Council
- Palmerston North City Council
- Rangitikei District Council
- Ruapehu District Council
- Tararua District Council
- Whanganui District Council

Non-primary Signatories:

- Stratford District Council
- Taupō District Council
- Waitomo District Council

This Agreement is binding on all local authorities of the Manawatū-Whanganui Region. It is recognised that non-primary signatories retain discretion over the extent of their involvement, in proportion to the extent to which issues and decisions under consideration affect them.

Working Together

This Agreement focuses on responding to issues and opportunities facing our communities and local environment. The parties agree to work together in good faith for the good governance and sustainable development of their local areas and the region as a whole.

Signatories to this Agreement recognise that obligations to the Treaty of Waitangi, and to provide opportunities for Māori to contribute to local decision-making, extend to regional cooperation and joint decision-making. Central Government, too, has overlapping but distinct priority areas. The parties will seek to collaborate on matters of shared interest.

The wellbeing of our communities and health of our environment are best served by local authorities working together. We face increasingly complex governance issues, many of which cannot be resolved by any one organisation acting alone. Cooperation is necessary to tackle challenges such as:

- Delivering better social outcomes for communities, through affordable housing, well-functioning urban environments, infrastructure, and transport links;
- Improving the resilience of our environment and communities to the effects of climate change;
- Improving the health of our ecosystems and waterways;
- Supporting the development of a vibrant, sustainable regional economy.

The parties value and will maintain open communication, collaboration and trust, applying a 'no surprises' policy by ensuring other parties receive early notification of significant proposals that may affect them and their communities, and of divergent views on proposed decisions before critical public announcements are made.

Collaboration and cooperation between local authorities can yield administrative efficiencies, allowing for better use of available resources and more effective community participation. The parties undertake to work together toward common priorities and community outcomes, and making efficient use of resources, in accordance with LGA s14(1)(e).

While collaboration and cooperation are desirable, the region's communities and landscapes are diverse, and each local authority has the legislative mandate to govern its own area as appropriate.

Governance

The primary mechanism to implement this Agreement is the Manawatū-Whanganui Mayoral Forum (the Mayoral Forum), comprised of the region's Mayors and the Chair of Horizons Regional Council. The Forum will meet quarterly and operate in accordance with its agreed terms of reference, which are attached at Appendix One.

The Manawatū-Whanganui Mayoral Forum will:

- Provide governance oversight of our response to regionally significant challenges;
- Promote understanding and alignment of effort across councils, with central government, and with tangata whenua;
- Advocate for the interests of the region, its councils and communities.

The Mayoral Forum will be supported by the Manawatū-Whanganui Chief Executives Forum.

The Chief Executives Forum will:

- Identify and escalate to the Mayoral Forum strategic issues and opportunities for collaboration;
- Report to the Mayoral Forum on the delivery of its agreed actions, work programmes or collaborative projects.

Other groups will support regional coordination:

- The Climate Action Joint Committee is to continue. Terms of Reference are attached at Appendix Two.

- Regional Transport Committee is to continue, as required by s105(2) of the Land Transport Management Act 2003.
- For the avoidance of doubt, Manawatū-Whanganui Civil Defence and Emergency Management Group will continue, as required by s12 of the Civil Defence Emergency Management Act 2002.
- The Accelerate 35 (A35) Lead Team will continue to progress regional economic development.
- The Regional Leadership Group, convened by the Ministry for Social Development, will bring together senior officials from central and local government, tangata whenua, and other community groups with a focus on social wellbeing, health, and education.

These arrangements complement other mechanisms for inter-council collaboration, such as Local Government New Zealand, Taituarā, the Association of Local Government Information Management, the Institute of Public Works Engineering Australasia, the Local Authorities Public Relations Network, and the Manawatū-Whanganui Local Area Shared Services CCO (MWLASS).

Recognition of Resolutions by Joint Committee

Within the parameters set through legislation – and acknowledging each local authority’s mandate to govern in its own area – the parties agree to:

- Have particular regard to resolutions made by joint committees in developing policies, determining priorities, and allocating resource;
- Progress to the fullest possible extent actions identified through joint planning and decision-making arrangements.

Servicing and Support

Horizons will host a permanent secretariat to support the Manawatū-Whanganui Mayoral Forum. The secretariat will be funded jointly by participating councils.

Significant New Activities

When a party is considering a major policy initiative or proposal that may have implications for other parties, and unless such disclosure is inconsistent with the Local Government Official Information and Meetings Act 1987 or commercial confidences precludes such disclosure, they will give early notification to the affected parties and share the information with the Mayoral Forum and the Chief Executives Forum.

Horizons Regional Council will provide early advice to the Chief Executives Forum and the Mayoral Forum of any significant new regional council activity, in addition to other requirements specified in LGA s16.

Significant Facilities and Services

The Mayoral Forum and Chief Executives Forum may from time to time explore options for identifying, delivering and funding facilities and services of significance to more than one district. Any Party to this Agreement may raise these issues for consideration.

Consultation in Relation to Resource Management Act 1991 (RMA) Policy & Plans

The following consultation process will apply to the preparation of a new, or change, variation, or review of an existing, regional policy statement, regional plan or district plan by a local authority in the Region:

- The Regional Council will seek the input of territorial authorities, and vice-versa, for the preparation or review of the regional policy statement, or regional or district plan.
- For the regional policy statement or a regional plan, the Regional Council will make the draft version available to all territorial authorities in the Region for discussion and development.
- The parties to this Agreement acknowledge their obligation to act in accordance with the principles of consultation set out in LGA s82.

In addition, the parties agree to cooperate in implementing national policy statements, to ensure alignment of regional and district policies and plans, as well as efficiency of process. The parties undertake to report, through Chief Executives, to the Mayoral Forum on opportunities to share information, jointly commission advice, or otherwise pool effort in order to give effect to national direction within appropriate timeframes and in a practicable way.

Other Agreements

This Agreement does not prevent the Parties from entering into other agreements among themselves or outside the Manawatū-Whanganui region. Any other such agreement should not, however, be contrary to this Agreement.

Resolving Disagreement

All parties to this Agreement are committed to working strenuously, in good faith, to resolve any disagreements that may arise in relation to its application. Where a party has a significant disagreement with the position of the others, all parties will make every effort to accommodate, acknowledge or at least fairly represent the dissenting view.

In the event of a disagreement over the actions taken to give effect to this Agreement that cannot be successfully resolved by affected parties, the parties agree to refer the issue of disagreement to mediation. Should agreement on a mediator not be possible, a mediator will be appointed by the president of the Manawatū Branch of the Law Society. If mediation is unsuccessful, any of the local authorities affected may ask the Minister of Local Government to make a binding decision on the proposal. The cost of mediation will be met equally by the parties that have agreed to the mediation.

Agreement to Review

This Agreement remains in force until local authorities ratify a new agreement.

Any party may request an amendment to this Agreement by writing to the Chair of the Mayoral Forum at least two weeks before a regular quarterly meeting of the Forum. The Mayoral Forum will review the Agreement no later than the final meeting before triennial local body elections and recommend any changes to the incoming councils.

Any agreed amendment will be referred to each local authority for ratification. No amendment to this Agreement has effect until signed by all parties.

Statutory Requirements

This document is deemed to duly constitute fulfilment of section 14(1)(e), 15 and 16 of the LGA, and Schedule 1 Clause 3A(1) of the RMA.

Authority

This Agreement is signed by the following on behalf of their respective authorities.

Signing Page

This Agreement is signed by the following on behalf of their respective authorities.

Council	Role / Name	Signature	Date
Horizons Regional Council	Nikki Riley Chairperson		
Horowhenua District Council	Bernie Wanden Mayor		
Manawatu District Council	Michael Ford Mayor		
Palmerston North City Council	Grant Smith Mayor		
Rangitikei District Council	Andy Watson Mayor		
Ruapehu District Council	Weston Kirton Mayor		
Stratford District Council	Neil Volzke Mayor		
Tararua District Council	Scott Gilmore Mayor		
Taupō District Council	John Funnell Mayor		
Waitomo District Council	John Robertson Mayor		
Whanganui District Council	Andrew Tripe Mayor		

Appendix One - Manawatū-Whanganui Mayoral Forum Terms of Reference

Statement of Purpose

The purpose of the Manawatū-Whanganui Mayoral Forum is to support effective leadership on shared priorities and matters of importance to the region's communities.

Objectives

The Manawatū-Whanganui Mayoral Forum has the following objectives:

- To enable Manawatū-Whanganui councils to work more collaboratively in response to regionally significant challenges and opportunities;
- To provide a forum for engagement between councils, central government, tangata whenua, and other leaders in the region;
- To explore, with iwi and hapū, how governance relationships might be further progressed in future;
- To provide a collective voice to advocate for and raise the profile of these issues and opportunities;
- To increase the effectiveness of local government in meeting the needs of Manawatū-Whanganui communities;
- To develop and implement programmes (including joint plans where appropriate), which are responsive to the needs and expectations of the community; and
- To prepare for institutional changes, such as joint planning arrangements, and oversee preliminary work to inform joint strategies and plans.

Principles

In pursuit of these objectives the Manawatū-Whanganui Mayoral Forum will observe the following principles:

- Establish and maintain close liaison with other local government networks to ensure as far as possible the pursuit of common objectives and the minimisation of duplication;
- Establish and maintain close liaison with Ministers of the Crown and local Members of Parliament;
- Recognise that obligations to the Treaty of Waitangi, and opportunities for Māori to contribute to local decision-making, extend to regional cooperation and joint decision-making;
- Work towards shared positions on issues of mutual concern, formalising these through letters of support, submissions and/or public statements as appropriate;
- Exercise its functions with due regard to the tangata whenua and cultural diversity of the community;
- Establish processes for reporting back to its respective councils and communities.

Powers

The Manawatū-Whanganui Mayoral Forum shall have the power to:

- Make submissions and undertake advocacy to external organisations on matters germane to the Committee's objectives;
- Engage with key agencies and neighbouring regions on matters relating to the Committee's objectives;
- Recommend to the parties actions that materially contribute to attainment of the Committee's objectives.

Membership

Membership shall open to the eight councils wholly or primarily within the Manawatū-Whanganui Region (Horowhenua District Council, Manawatū District Council, Palmerston North City Council, Rangitīkei District Council, Ruapehu District Council, Tararua District Council, Whanganui District Council, Manawatū-Whanganui Regional Council (Horizons)).

Each member council shall be represented by its Mayor (or Chair in the case of the Regional Council) and supported by its Chief Executive. On occasions where the Mayor or Chair cannot attend, a council may be represented by its Deputy Mayor or Chair.

The Mayoral Forum will have the power to co-opt other members on a permanent and/or issues basis.

Election of Chair

The Manawatū-Whanganui Mayoral Forum shall select a Chair and Deputy Chair at the first meeting immediately following the Triennial Elections. These appointments may be reviewed after a period of 18 months.

The Chair selected will preside at all meetings of the Mayoral Forum.

The Mayoral Forum may appoint spokespersons from its membership for issues being considered, in which case each member council agrees to refer all requests for information and documents to the duly appointed spokespersons.

Meetings

Meetings will be held quarterly at Regional House in Palmerston North, unless otherwise advised.

Special meetings may be called at the request of members.

The secretariat will prepare an agenda for Mayoral Forum meetings in consultation with the Chair and the Chief Executives Forum.

Agendas for meetings will be issued and minutes will be taken and circulated.

Quorum

The quorum will consist of four members (half the number of members including vacancies).

Meetings may be held in person or by other means (such as audiovisual link) as the Committee agrees and where permissible under New Zealand law and the standing orders of the parties.

Decision Making

The practice of the Forum will be to determine issues before it by consensus.

If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of members attending the meeting.

Remuneration and Expenses

Each party shall be responsible for remunerating its representative on the Committee.

Standing Orders

The Committee shall apply the standing orders of Manawatū-Whanganui Regional Council.

Secretariat

The Manawatū-Whanganui Mayoral Forum will appoint Manawatū-Whanganui Regional Council to carry out the secretariat function on such terms and conditions as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.

Variations to this Agreement

Amendments to this agreement may be required from time to time. Changes will be approved by the parties, on the recommendation of the Mayoral Forum.

Appendix Two – Climate Action Joint Committee Manawatū-Whanganui Terms of Reference

Statement of Purpose

The purpose of the Climate Action Joint Committee (CAJC) is to support a coordinated response to climate change across the Councils and communities of the Manawatū-Whanganui Region. It is established in accordance with Section 7, clauses 30 and 30A of the Local Government Act 2002.

Objectives

The Climate Action Joint Committee's operating objectives are to:

- Collaborate on action to build organisational, community, and regional resilience in the face of climate change;
- Make use of available environmental, social, cultural and economic research, skills and capabilities to leverage opportunities and mitigate the impacts of climate change;
- Develop a climate action plan, including recommended actions for councils to contribute to mitigation of greenhouse gas emissions and to support community resilience to the effects of climate change;
- Work collectively as a region to engage with central government, including any actions to deliver on responsibilities under the National Adaptation Plan and Emissions Reduction Plan, and to support a Just Transition for our region;
- Promote consistent and effective leadership, advocacy, communication and engagement on climate change issues to enable individual and collaborative action;
- Champion the integration of partner strategies, programmes, and plans and encourage partnerships with iwi and others in central and local government, health, education, youth, NGOs and business;
- Oversee implementation of agreed joint projects;
- Share climate change evidence and guidance to inform Council work programmes and support explicit consideration of climate change impacts in decisions; and
- Monitor and report annually on implementation of the joint action plan.

Powers

The Climate Action Joint Committee does not have the power to legally bind any Council to any act or decision, unless that act or decision has been agreed to by decision of that council.

Within that context, the parties agree to:

- Have particular regard to the recommendations of the Committee in developing policies, determining priorities, and allocating resource;
- Progress, to the fullest possible extent, actions identified through joint planning and decision-making arrangements.

The Climate Action Joint Committee shall have the power to:

- Receive regular monitoring reports and presentations on the matters relevant to the Committee's objectives;
- Develop, adopt, and progress a joint climate action plan;
- Make submissions and undertake advocacy to external organisations on matters germane to the Committee's objectives;
- Engage with key agencies and neighbouring regions on matters relating to the Committee's objectives;
- Recommend to the parties actions that materially contribute to attainment of the Committee's objectives;
- Receive any grant or subsidy;

- Receive financial contributions from member authorities, as may be mutually determined and acceptable to individual local authorities; and
- Determine and make payments from its funds for any or all of the purposes of its objects.

Decision making

The practice of the forum will be to determine issues before it by consensus.

If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of members attending the meeting.

Council decisions on the Joint Committee's recommendations

Where a Council makes specific decisions on the Climate Action Joint Committee's recommendations, these will be reported to the Joint Committee by its delegate. Where the decision is materially different from the Joint Committee's recommendation the report will set out the reasons for that decision.

Membership

The Committee consists of the following members:

- The Mayor/Chair or designated delegate of each local authority within the Manawatū-Whanganui Region (total 8 members); and
- Up to eight non-Councillor members, to represent the views of Tangata Whenua. These appointments will be made by Horizons (HRC) on the recommendation of iwi leaders, taking into consideration their skills, attributes or knowledge that will assist the work of the Committee.

This Committee may invite advisors to attend relevant portions of the Committee's business.

Election of Co-Chairs

The committee will elect Co-Chairs by the system described in clause 25(4) Schedule 7 of the Local Government Act 2002.

The governance group will have two Co-Chairs:

- A Councillor member of the group; and
- A Tangata Whenua member of the group.

Each Co-Chair shall preside on an alternate basis. If a Co-Chair is absent from a meeting at which they are scheduled to be the presiding member, the other Co-Chair shall preside at the meeting.

Remuneration and Expenses

Each party shall be responsible for remunerating its representative on the Committee.

Tangata Whenua members shall be eligible for compensation for joint committee activity including travel and attendance at meetings.

Standing Orders

The Committee shall apply the standing orders of Manawatū-Whanganui Regional Council.

Meeting Quorum

The quorum will consist of:

- Half of the members present (in-person or on-line) if the number of members (including vacancies) is an even number; or
- A majority of members present (in-person or on-line) if the number of members (including vacancies) is an odd number.

Non-elected positions to which no appointment has been made are not considered to be vacancies for the purposes of forming a quorum.

Meetings may be held in person or by other means (such as audio visual link) as the Committee agrees where permissible under New Zealand law and the standing orders of the parties.

Meeting Schedule

The Committee will sit at least twice each year.

Special meetings may be called at the request of members.

Agendas for meetings will be issued and minutes will be taken and circulated.

Approved minutes and approved final reports and papers will be made available via Horizons' website.

Duration

In accordance with clause 30(7) of Schedule 7 of the Local Government Act 2002, the Climate Action Joint Committee is not to be discharged following each triennial local government election.

Variations to this Agreement

Amendments to this agreement may be required from time to time. Changes will be approved by the parties, on the recommendation of the Climate Action Joint Committee.

Sk

File No.: 26/104

6.3 Approval of Risk Management Framework and Risk Policy

Author(s)	Catherine Godfrey Risk Advisor Kaitohutohu Morearea
Approved by	Ashley Huria Business Performance Manager Tumu Tutukinga Pakihi
	Nicki Brady Group Manager Capability and Transformation Kaiwhakahaere o Ngā Aheinga me te Whakaumu
	Monique Davidson Chief Executive Officer Tumuaki

PURPOSE | TE PŪTAKE

1. This report seeks Council's adoption of the refreshed Risk Management Framework and Risk Policy, which together provide the foundation for how risk is identified, managed and overseen across Horowhenua District Council.
2. The refreshed Framework strengthens the connection between governance, decision-making and risk management, ensuring Council has clear and consistent arrangements in place to support informed decision-making and the delivery of community outcomes.

This matter relates to Future Fit Horowhenua District Council

Ensure governance and decision-making frameworks remain robust and future-proof to support community voice

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Council adopts the refreshed Risk Management Framework and Risk Policy as the foundation for managing and overseeing organisational risk across Horowhenua District Council.

BACKGROUND | HE KŌRERO TŪĀPAPA

3. As part of Council's ongoing commitment to good governance and organisational improvement, the Risk Management Framework and Risk Policy have been reviewed and refreshed.
4. This review has occurred at an appropriate time, following the establishment of the new Council and the Risk and Assurance Committee early in the 2025–2028 triennium.
5. On 11 February 2026, the refreshed Risk Management Framework and Risk Policy were presented to the Risk and Assurance Committee as part of the Risk Management Quarterly Report. The Committee endorsed the refreshed Framework and Policy and recommended that they be presented to Council for adoption.
6. The Risk Management Quarterly Report presented to the Committee on 11 February 2026 is attached for reference.

DISCUSSION | HE MATAPAKINGA

7. The Risk Management Framework and Risk Policy have been refreshed to strengthen Council's existing risk management arrangements and ensure they remain aligned with contemporary best practice.
8. This work has not been a full redesign. Council already has a sound risk management structure in place. Instead, the refresh has focused on improving clarity, strengthening alignment across governance and operational processes, and ensuring the framework is practical and usable across the organisation.
9. The refreshed Framework provides clearer guidance on how risk should be identified, assessed and managed, and reinforces the role of both governance and management in overseeing risk across the organisation.
10. The Framework aligns with recognised risk management standards, including AS/NZS ISO 31000:2018, and reflects the Three Lines Model, which supports clear accountability and oversight across governance, management and assurance functions.
11. The refreshed Framework also strengthens the connection between risk management and organisational decision-making, ensuring that risks are considered as part of strategic planning, operational activities and Council decision-making processes.
12. On 11 February 2026, the Risk and Assurance Committee considered the refreshed Risk Management Framework and Risk Policy and endorsed them for adoption by Council.
13. Adoption of the Framework and Policy will establish a clear foundation for the continued development of Council's organisational risk management capability.
14. This includes the ongoing development of Council's risk appetite, which is currently being progressed through officer work programmes and will be further informed through engagement with elected members.
15. As this work progresses, elements of the Framework will continue to be refined to support its practical application across the organisation. This includes future workshops with Council and leadership to ensure the Framework supports both governance oversight and operational decision-making.
16. The refreshed Risk Management Framework and Risk Policy are attached for Council's consideration and adoption.

NEXT STEPS

17. Following Council adoption of the Risk Management Framework and Risk Policy, officers will continue progressing the organisation's risk management programme.
18. This includes further work with Elected Members and senior leadership to develop Council's risk appetite, which will help guide decision-making and clarify the level of risk Council is prepared to accept in delivering its objectives and services to the community.
19. The development of Council's risk appetite will occur through a combination of workshops and supporting engagement with elected members, with the outcomes informing the preparation of risk appetite statements for Council's consideration.
20. Once developed, the proposed risk appetite statements will be presented to the Risk and Assurance Committee for endorsement, before returning to Council for adoption.

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	Risk and Assurance Committee Report Risk Management Quarterly Report 11 February 2026	82
B	Risk Management Framework 2026	88
C	Risk Policy 2026	118

File No.: 26/22

5.2 Risk Management Quarterly Report

Author(s)	Catherine Godfrey Risk Advisor Kaitohutohu Morearea
Approved by	Ashley Huria Business Performance Manager Tumu Tutukinga Pakihi
	Nicki Brady Group Manager Capability and Transformation Kaiwhakahaere o Ngā Aheinga me te Whakaumu

PURPOSE | TE PŪTAKE

1. The purpose of this report is to inform the Risk and Assurance Committee on the risk management work and to ignite discussion with the committee about risk.

This matter relates to Future Fit Horowhenua District Council

Ensure governance and decision-making frameworks remain robust and future-proof to support community voice

This matter relates to Delivering everyday

While navigating a period of significant change, we will continue to deliver our services to our community effectively, efficiently, and reliably, maintaining strong business-as-usual performance as we implement our Council priorities.

RECOMMENDATION | NGĀTAUNAKITANGA

- A. That Report 26/22 Risk Management Quarterly Report be received and noted.
- B. That the Risk and Assurance Committee endorse the Risk Management Framework and Policy as key components in leading effective risk management across the organisation, and recommend to Council for adoption.

DISCUSSION | HE MATAPAKINGA

Risk Management Overview

2. An overview of current and upcoming risk management activities is provided below. This work supports the development of Council's risk profile and ongoing improvement of risk

Risk and Assurance Committee
11 February 2026

maturity across the organisation. Delivery of this work will involve both Council Officers and Elected Members.

Draft Risk Management Framework and Policy

3. This section outlines the work that has been undertaken to review and refresh Council's Risk Management Framework and associated Workplan.
4. With the establishment of a newly formed Council and Risk and Assurance Committee and noting that the existing Risk Management Framework was also due for review, the timing was appropriate to undertake this work.
5. The development of the refreshed Framework has been informed by a review of Council's existing risk management arrangements, consideration of contemporary better practice, and reflection on how risk is currently identified, discussed, and managed across the organisation. This process has focused on what is working well, where greater clarity or consistency is required, and how the Framework can better support decision-making at both strategic and operational levels.
6. The review has not been approached as a full overhaul. Council already has a sound risk management structure in place; instead, the focus has been on reviewing the current framework, refreshing key elements, and identifying opportunities to strengthen and add further value. The Framework reflects how Council manages risk across its business and sets out the scope and design of Council's risk management system, including the processes used to identify, assess, manage, monitor, and continuously improve risk management practices.
7. The Framework has been deliberately designed to be concise, practical and usable. Its intent is to support officers and decision makers to meaningfully engage with risk as part of everyday activities, planning, and decision making. In doing so, it clearly sets the strategic direction for Council's approach to risk management going forward. Supporting operational guidance and tools will also be prepared for officers to assist in understanding and applying the Framework in practice.
8. The Framework continues to provide a clear structure, define roles and responsibilities for officers through to Elected Members, and outlines processes that support a consistent and proactive approach to managing risk. It reinforces the connection between good governance and effective decision-making, supports the achievement of strategic and operational

Risk and Assurance Committee
11 February 2026

- objectives, and promotes a strong risk culture through top-down leadership and bottom-up engagement.
9. The overall approach has continued to align with the Australian/New Zealand International Standard for Risk Management – Principles and Guidelines (AS/NZS ISO 31000:2018) and adopts an integrated Three Lines Model.
 10. You will note that Council's risk appetite has not been included at this stage. This is intentional, as it is proposed that Council collectively develop and agree on the risk appetite as part of the next phase of work.
 11. The vision is to enhance Council's risk capability and maturity across the organisation through a deliberate and integrated approach, which will positively support the delivery of community outcomes.
 12. The key elements of the Risk Management Framework and Workplan include:
 - Risk management framework
 - Risk maturity
 - Risk appetite
 - Risk governance
 - Risk communication
 - Risk awareness and training
 13. The draft Risk Management Framework and Risk Policy are attached for commentary and endorsement from the Risk and Assurance Committee for adoption by Council.

Risk Maturity

14. Council's current level of risk maturity is being assessed using the All of Government Enterprise Risk Maturity Assessment Framework.
15. Targeted engagement sessions have been held with officers across the organisation to gather input and achieve a broad level of participation. These sessions drew on officers' experience and practical understanding of risk management within their respective areas. At the same time, the sessions were deliberately used as an opportunity to lift organisational capability by upskilling officers in risk concepts, terminology, and expectations.
16. Responses from across the organisation have been mapped against the maturity assessment matrix. This will enable Council to develop a clear picture of its current risk maturity position, which will be visually represented to illustrate strengths, gaps, and areas of variation across the organisation.
17. Final analysis and moderation of the assessment results is currently underway to confirm Council's overall risk maturity rating.
18. Following confirmation of the assessment outcomes, the Risk Framework Workplan will be reviewed to ensure it appropriately targets the key areas requiring further focus and development to support the ongoing uplift of Council's risk capability and maturity.

Risk Appetite

19. Council's risk appetite will be developed in 2026 in partnership with Elected Members and the Executive Leadership Team. In March 2026, all Elected Members will receive a briefing on risk appetite, along with a risk appetite survey to complete. Survey results will be collated and analysed, with findings reported back to and discussed with Elected Members in April. Subject to progress and whether additional meetings with Elected Members are required to

Risk and Assurance Committee
11 February 2026

finalise the risk appetite, the intention is to present the risk appetite to Council for adoption on 29 April 2026.

20. Risk appetite defines the amount and type of risk Council is willing to accept in pursuit of our strategic and operational objectives. It provides clarity for decision-making by outlining the boundaries within which risks can be taken, balancing potential benefits against the impact on Council's objectives.
21. Once established, our set risk appetite will guide decision making, ensure risks are managed within acceptable levels, and provide Council Officers with clear direction on identifying, escalating, and responding to risks. A formally defined risk appetite will also strengthen governance by linking risk management directly to Council's strategic objectives and oversight responsibilities.
22. Once this work is completed the Risk Management Framework will be updated to incorporate the results of our set risk appetite.

Top Risks

23. We will be changing how strategic risks are reported through to the Risk and Assurance Committee to ensure a clearer focus on the most critical strategic risks.
24. Over time, some previously identified strategic risks have become overly specific, reflected issues rather than risks, or shifted toward day-to-day operational matters rather than remaining strategic in nature.
25. To address this, we will establish a refined set of top risks to provide Council with a clear view of the highest-level strategic risks that could affect Council's ability to achieve our objectives, deliver community outcomes, and maintain public trust. This will provide Council with a concise view of the most significant organisational risks.
26. The top risks will be reviewed and confirmed annually, with the refined list presented to the Risk and Assurance Committee for review and endorsement to ensure ongoing relevance and alignment with Council's strategic objectives.
27. The way risks will be reported going forward to the Risk and Assurance Committee will also be revised to ensure a clearer and more consistent focus on Council's most critical risks and to avoid delving into the operational space.
28. Risk reporting will distinguish between top risks and strategic risks:
 - Top risks having the highest potential impact on Council and could prevent the achievement of our vision, community outcomes, and strategic priorities. And set on an annual basis.
 - Strategic risks being the remaining strategic risks with a lower-level potential impact on Council.

ComplyWith Legislative Compliance

29. In March 2025, the first ComplyWith legislative compliance survey was conducted, covering the period from 1 March 2024 to 28 February 2025. 38 legislative obligations were recorded as partially compliant and two legislative obligations were recorded as non compliant, with all

Risk and Assurance Committee
11 February 2026

requiring corrective actions. Action plans were implemented to address these, with the majority resolved. Currently, 14 legislative obligations remain subject to active action plans.

30. The work undertaken to improve legislative compliance reflects positively on both Council Officers and Council. It demonstrates a strong culture of risk awareness and a proactive approach to reviewing, investigating and resolving reported compliance matters.
31. The next ComplyWith legislative compliance survey is scheduled for the beginning of March 2026 and will cover the period from 1 March 2025 to 28 February 2026. The results of which will be reported through to the Risk and Assurance Committee.

Local Waters Resource Consent Compliance – Progress Update

32. Council currently manages over 40 active resource consents, comprising approximately 2,000 consent conditions across its three waters activities (water, wastewater, and stormwater). These consents represent a significant regulatory obligation and a key area of operational and compliance risk.
33. Currently, and historically, compliance monitoring has been managed through Excel-based dashboards. While this approach provided a foundational level of visibility, the scale and complexity of conditions increasingly highlighted the need for a more robust, sustainable, and system-driven solution to support ongoing compliance assurance. It was therefore determined that a specialist compliance management system was required.
34. Over the past four months, officers have proactively assessed a range of specialist compliance management systems to strengthen Council's governance, risk management, and assurance capability. As a result of this work, CS-VUE has been identified as the preferred solution. This platform is already in use by several local authorities and is purpose-built for environmental monitoring, resource consent compliance, and regulatory reporting.
35. CS-VUE will provide Council with a centralised, cloud-based compliance management system, significantly improving visibility, traceability, and reporting across all consent conditions. The system reduces reliance on manual spreadsheets, supports real-time oversight, and enables consistent monitoring of compliance obligations across teams. Importantly, it provides secure access to dashboards and reports for managers, compliance staff, executive leadership, and elected members—strengthening organisational transparency and assurance.
36. The implementation of CS-VUE represents a material step forward in reducing compliance risk, improving governance oversight, and enabling informed decision-making. Enhanced accuracy and reporting capability will allow Council to set higher performance benchmarks, strengthen regulatory confidence, and better manage risk across its three waters activities.
37. This initiative demonstrates a proactive and forward-looking approach to compliance management and aligns with Council's commitment to sound governance, continuous improvement, and responsible infrastructure management.
38. The roll out for this program is approximately six weeks as the software is loaded with each consent, legislative requirement and consent condition. A compliance dashboard can be provided from CS-VUE at the next Risk and Assurance Committee meeting.

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,

Risk and Assurance Committee
11 February 2026



- 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	Risk Management Framework 2026 - 11 February 2026	
B	Risk Policy 2026 - 11 February 2026	



Risk Management Framework

2026



Document Review and Approval

Group	Capability and Transformation
Author	Risk Advisor
Approved	
Date Approved	
Review Date	
Version	

Document Version History

Version	Reviewed By	Review Date	Reason
Draft	Executive Leadership Team	27/01/2026	Draft endorsed by Executive Leadership Team
Draft	Risk and Assurance Committee	11/02/2026	Draft endorsed by Risk and Assurance Committee

Document Review Approach

The Risk Management Framework will undergo a formal review every three years. This review will encompass all associated documentation, including the Risk Management Framework, Risk Strategy, Risk Policy, and related Guides. Regular reviews will ensure that the Framework remains current, effective, and aligned with Horowhenua District Council's approach to risk management. In addition to the three-year scheduled review cycle, the Risk Management Framework documentation may be updated at any time to reflect new or emerging risk management information and practices.

Contents

Document Review and Approval	1
Document Version History	1
Document Review Approach.....	1
1. Introduction.....	3
1.1. Summary	3
1.2. Objectives of Risk Management.....	3
2. Structure	4
2.1. Reporting Structure	4
2.2. Supporting Documentation	5
2.3. Three Lines Model.....	6
2.4. Roles and Responsibilities	6
2.5. Types of Risk	8
3. Strategy	9
3.1. Risk Appetite	9
3.2. Risk Maturity	9
4. Risk Process.....	9
4.1. Risk Management Process	9
4.2. Risk Measurement	11
4.3. Risk Escalation	11
4.4. Risk Recording and Reporting	12
4.5. Risk Monitoring and Review	12
5. Risk Culture.....	13
5.1. Growing Awareness and Understanding.....	13
6. Implementation of the Framework.....	14
6.1. Integration into Organisational Processes	14
7. Internal Assurance.....	15
8. Review of the Framework.....	15
8.1. Formal Review of the Framework	15
9. Risk Management Workplan	15
Appendices	16
Appendix A: Consequence and Impact Examples.....	16
Appendix B: Likelihood Table.....	25
Appendix C: Risk Rating Matrix.....	26
Appendix D: Risk Management Framework – One Page Overview	27
Appendix E: Risk Management Workplan	28

1. Introduction

1.1. Summary

The Risk Management Framework (Framework) outlines how Horowhenua District Council (HDC) manages risk across the organisation. Risk management is a critical component in enabling HDC to achieve our strategic and operational objectives, while maintaining trust and delivering positive outcomes.

The Framework:

- Provides a clear structure and guidance for how we manage risk.
- Outlines the responsibilities, processes and practices that support a consistent and proactive approach to managing risk.
- Reinforces the connections between good governance and effective risk management, ensuring that risk considerations are fully integrated into decision making.
- Supports the effective management of risk to enable HDC to achieve strategic and operational objectives.

By embedding risk management across the HDC, we will be better equipped to:

- Adapt to change and uncertainty.
- Protect our people, assets, finances and reputation.
- Comply with legislative and regulatory obligations.
- Make informed, transparent, and accountable decisions.
- Deliver services effectively and efficiently.
- Create and sustain long-term value for the Horowhenua community.

It is important that HDC staff understand:

- Everyone is responsible for managing risk.
- Risk is not solely a threat or barrier; it can also enable innovation and add value.
- Successful implementation of the Framework requires leadership commitment and active engagement from all employees.

The Framework has been developed in alignment with:

- AS/NZS ISO 31000:2018 Risk Management Guidelines, which provides internationally recognised principles and guidelines for effective risk management.
- The Institute of Internal Auditor's (IIA) Three Lines Model which provides a clear structure for defining roles, responsibilities, and accountabilities for managing risk.
- All of Government Enterprise Risk Maturity Assessment Framework.

1.2. Objectives of Risk Management

The key risk management objectives for HDC are:

Strategic alignment:

- Embed risk management within planning, operations, and decision-making processes to align with Council's Long Term Plan and objectives.
- Strengthen the achievement of our vision, strategic priorities, and desired outcomes.

Compliance and governance

- Fulfil all legal, regulatory and statutory obligations.
- Maintain sound governance practices that ensure integrity, transparency, and accountability.
- Protect the integrity, availability, and confidentiality of our information and data assets.

Financial

- Optimally balance the cost of managing uncertainty with the need to protect Council's financial stability and the long-term integrity of our assets.
- Support responsible stewardship of public funds and resources.

Environmental

- Ensure the long-term sustainability and health of the natural environment through responsible management of environmental risks.

People and culture

- Foster a positive risk culture that encourages open communication and collaboration across Council and with external stakeholders.
- Safeguard the health, safety, and well-being of all employees, contractors, and visitors.

Continuous improvement and innovation

- Regularly review and improve risk management practices to ensure they remain effective, relevant, and responsive to a changing environment.
- Support innovation and adaptive thinking by effectively managing uncertainty.

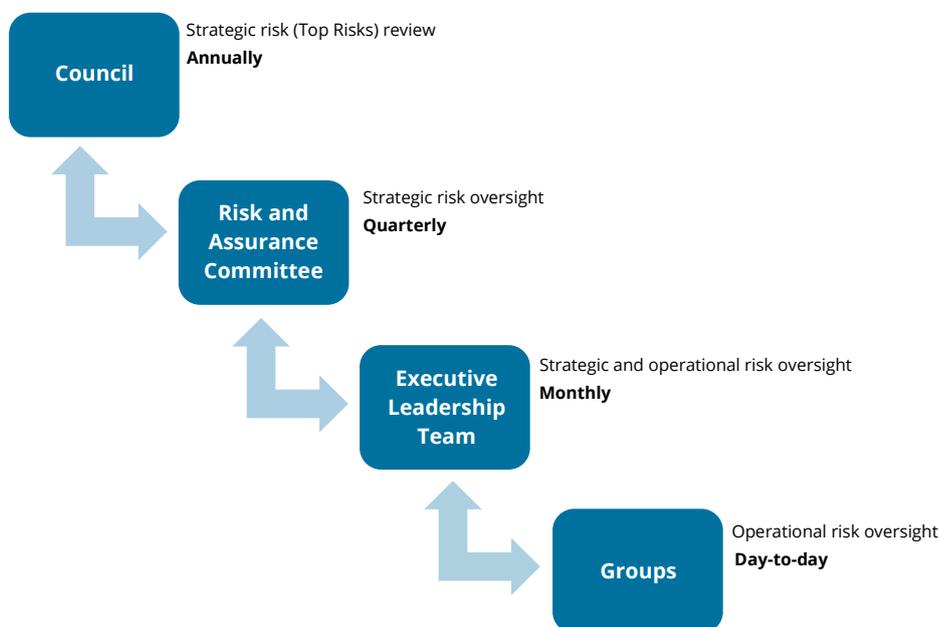
Community focus

- Protect the safety, well-being, and trust of the Horowhenua community.
- Ensure Council can continue providing essential services and delivering community outcomes, even during times of disruption.

2. Structure

2.1. Reporting Structure

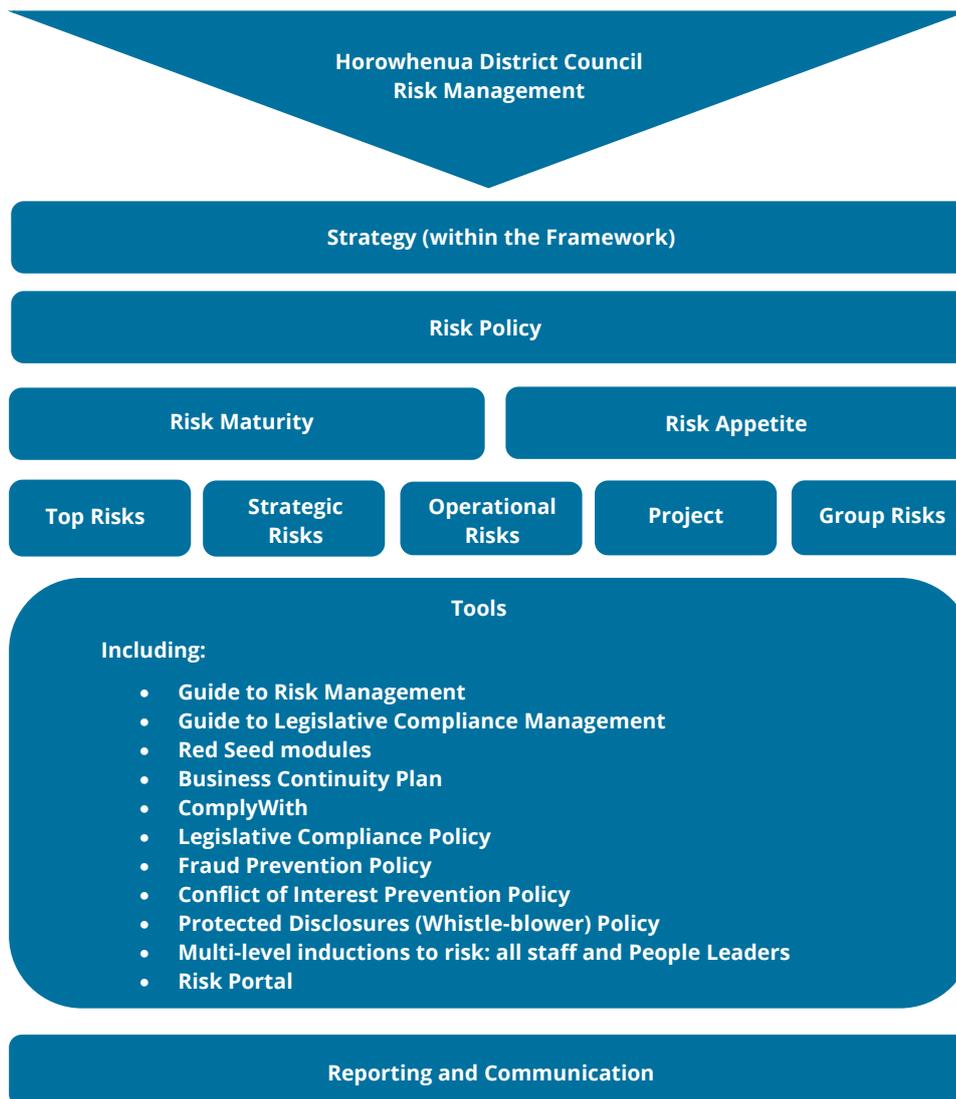
Risk information flows down from Council and is reported up from Groups. The following chart shows the flow of responsibility for HDC:



In addition to regular reporting, any risks or issues that arise between reporting cycles will be proactively raised with and/or escalated to relevant people, ensuring the right people are informed and involved in the decision-making. This includes the escalation of risk information to the Chief Executive, who has an ongoing responsibility to escalate risk information to the Mayor and Chair of the Risk and Assurance Committee. Further information on Risk Escalation can be found in section 4.3 of the Framework.

2.2. Supporting Documentation

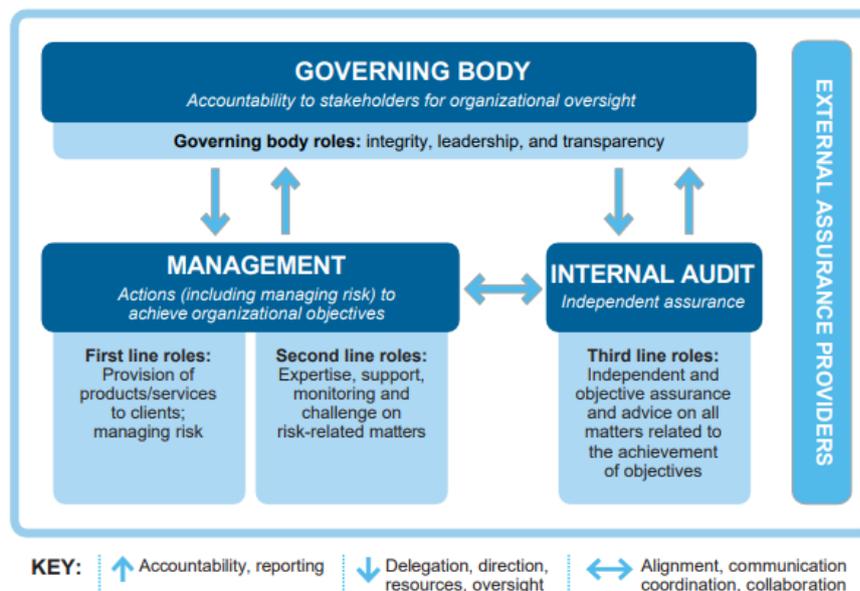
The Framework is supported by the following documentation and tools:



2.3. Three Lines Model

HDC is adopting the Institute of Internal Auditor's (IIA) Three Lines Model. The Three Lines Model will enable HDC to ensure clear risk management roles and responsibilities across the organisation. This will support good governance, effective risk management, and the achievement of HDC's strategic and operational objectives.

The IIA's Three Lines Model



At HDC, the Three Lines Model is structured by:

- **First Line - Management:** the first line consists of managers and staff who own and manage risks as part of their day-to-day responsibilities.
- **Second Line - Oversight and Support:** the second line provides support, guidance, and oversight to enable effective risk management. Functions such as risk management, compliance, finance, People and Capability, and health, safety and wellbeing develop and maintain the frameworks, policies, and tools that support a consistent approach to risk. They also monitor and report on risk performance.
- **Third Line - Independent Assurance:** while HDC does not maintain a formal internal audit function, independent assurance is provided through sharing our internal audit functions across areas such as risk management, compliance, finance, Health, Safety and Wellbeing, People and Capability, the Executive Leadership Team (ELT), the Risk and Assurance Committee (RAC), independent members on the RAC. And we have external auditors. This supports transparency, accountability, and continuous improvement.

2.4. Roles and Responsibilities

Effective risk management requires clearly defined roles and responsibilities at all levels of HDC, supported by both top-down leadership and bottom-up engagement. The roles and responsibilities for risk management are detailed in the table below:

Role	Responsibilities
Council (Risk Governors)	<ul style="list-style-type: none"> • Governors of risk management. • Sets the tone and objectives. • Responsible for monitoring risks. • Defines Council's risk appetite. • May delegate to the RAC and Chief Executive.
Risk and Assurance Committee (Risk Governors)	<ul style="list-style-type: none"> • Governors of risk management. • Endorses the Framework. • Endorses the Top Risks. • Ensures that HDC has appropriate risk management and internal controls in place. • Receive and respond to Council Officer's reports and external reports.
Chief Executive (Risk Owner)	<ul style="list-style-type: none"> • Risk management sponsor and responsible for managing risk. • Sets the tone at the top for risk awareness. • Determines how risk management activities will be coordinated. • Allocation of resources to achieve the objectives of risk management.
Executive Leadership Team (Collective)	<ul style="list-style-type: none"> • Ensures the Framework is in place and reviewed periodically to facilitate continuous improvement. • Works with Council (Risk Governors) to set the risk appetite. • Promotes positive risk management culture within Groups. • Have practices within their Group to: <ul style="list-style-type: none"> ○ Identify, assess and monitor risks. ○ Assign responsibility to manage risks. ○ Appropriately communicate and escalate risks as required. ○ Record risks. • Ensure risks are managed within set risk appetite.
Risk Advisor	<ul style="list-style-type: none"> • Manages and mentors the risk management process for all staff. • Supports HDC in maintaining the risk registers. • Reviews the risk registers and the effectiveness of managing risks. • Receives information on emerging risks and considers they are managed. • Facilitates and supports risk management and resilience tools (e.g. business continuity, risk appetite, risk maturity, legislative compliance). • Reports on risk management to the Senior Leadership Cohort (SLC) and ELT. • Reports on risk management performance to the RAC, and Council.

<p>People Leaders (Managers/Team Leaders/Coordinators)</p>	<ul style="list-style-type: none"> • Understands the Framework and their role and responsibilities within it. • Identify, monitor and report risks and potential risks as soon as possible. • Understands that everyone at HDC is responsible for managing risk.
<p>All Employees</p>	<ul style="list-style-type: none"> • Participate in risk management training. • Identify, monitor and report risks and potential risks as soon as possible. • Understands the Framework and their role in managing risk at HDC. • Understands that everyone at HDC is responsible for managing risk.

2.5. Types of Risk

At HDC we categorise our risks as:

Type of risk	Definition
<p>Strategic (Top Risks)</p>	<p>Strategic Risks are also known as Top Risks. They are those risks that have the highest potential impact on HDC and could prevent us from achieving our vision, community outcomes and strategic priorities.</p> <p>These risks are typically linked to external events, or occurrences or global issues and have the potential to affect multiple areas across HDC.</p> <p>Effectively identifying and managing strategic risks ensures that we can respond proactively to risks and opportunities, supporting informed decision-making and long-term resilience.</p>
<p>Operational</p>	<p>Operational Risks are risks that arise from the day-to-day activities of HDC. These risks may affect the efficiency, effectiveness, or continuity of services or processes.</p> <p>Operational Risks are typically internal.</p> <p>Effective management of Operational Risks ensures we can deliver core services safely, reliably, and efficiently. If an Operational Risk is of high importance, it may be escalated to the RAC.</p>
<p>Project</p>	<p>Project Risks are risks that arise from projects or initiatives we undertake. They can impact on the scope, schedule, cost, quality, or outcome of a project and may affect strategic or operational objectives.</p> <p>Project Risks can be internal or external and may emerge at any stage of the project lifecycle.</p> <p>Project Risks will be relatively common between different projects.</p>

3. Strategy

3.1. Risk Appetite

Risk appetite defines the amount and type of risk we are willing to accept in pursuit of our objectives. The risk appetite is set by Council and ELT. The risk appetite will be set in 2026.

Having a clearly defined risk appetite gives clarity to all at HDC about the nature and degree of risks that can be taken. Risk management is about finding an acceptable balance between the impact on objectives should a risk be realised, and the treating the risk to align with appetite.

Understanding risk appetite supports and informs planning and decision making.

3.2. Risk Maturity

Risk maturity is a journey and requires continuous improvement to build our risk maturity and embed good risk management practices across HDC. Continuous improvement is essential to ensure HDC remains resilient in a changing risk environment, adapts to emerging threats and opportunities, and continuously strengthens our capability to identify, assess, manage, and monitor risk.

Our risk maturity is aligned with the All of Government Enterprise Risk Maturity Assessment Framework. This enables us to objectively assess our current risk maturity level, identify gaps, and prioritise opportunities for improvement.

4. Risk Process

4.1. Risk Management Process

For the risk management process to be efficient and effective, it must be:

- An integral part of management and decision making.
- Embedded in the culture and practices.
- Tailored to the business planning of HDC.

Our risk management process is aligned with the process described within AS/NZ ISO 31000: 2018 Risk Management Guidelines.

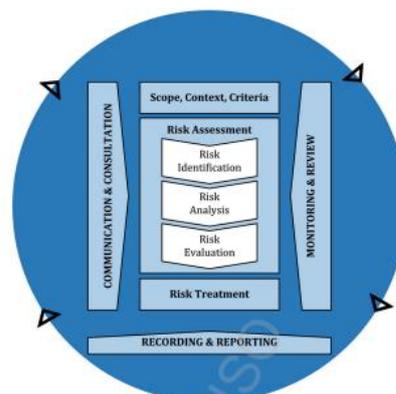


Figure 4 – Process
AS/NZ ISO 31000: 2018 Risk Management Guidelines

The table below summarises the steps in the process. Further information will be provided in the Guide to Risk Management. The Guide to Risk Management will be developed in 2026.

Process	Description
Communication and consultation	<p>We involve the right people throughout the process, so decisions are well-informed and supported. In practice this means:</p> <ul style="list-style-type: none"> • Explaining risks, decisions, and required actions clearly. • Collecting feedback and insights from staff, leaders, and stakeholders. • Making sure that everyone understands why decisions are made. <p>Communication builds awareness; consultation helps us make better decisions.</p>
Scope, context and criteria	<p>Before assessing risks, we define:</p> <ul style="list-style-type: none"> • The scope: what activity, project, or area we are assessing. • The context: internal and external factors that may influence outcomes. • The criteria: how we will judge the impact and likelihood of risks. <p>This ensures assessments are consistent, relevant, and aligned with our objectives.</p>
Risk identification	<p>We identify anything uncertain that could affect our ability to achieve our objectives, positively or negatively. This includes, the source of the risk, what might cause it, and what could happen if it occurs. We use reliable, relevant, and up-to-date information to ensure nothing important is overlooked.</p>
Risk analysis	<p>We examine each identified risk in more detail to understand its causes, consequences, and likelihood. This involves considering:</p> <ul style="list-style-type: none"> • Uncertainties and risk sources. • Potential consequences. • How likely the risk is to occur. • Existing controls and how effective they are. • Possible scenarios that could increase or reduce exposure. <p>The goal is to understand the level of risk we are facing.</p>
Risk evaluation	<p>We compare the analysed level of risk with our risk criteria to decide whether further action is needed.</p> <p>We also assess the strength and effectiveness of current controls using this scale:</p> <ul style="list-style-type: none"> • Deficient: no controls or controls are failing. • Partial: some controls exist but are not fully effective. • Moderate: controls work reasonably well but could be improved. • Strong: controls are comprehensive and performing effectively. <p>This step helps us prioritise which risks require treatment.</p>

Risk treatment	We select and implement the best option for managing the risk or opportunity. Options include accept, transfer, avoid, or reduce the likelihood/impact of the threat or opportunity. The chosen treatment should balance benefits with cost, effort, and practicality. Our risk tolerance informs how strong and extensive our response needs to be.
Monitoring and review	We regularly monitor risks, controls, and treatments to ensure they remain effective and relevant. This includes checking whether controls are still working, whether treatments are being implemented as planned, whether circumstances have changed, and whether new risks have emerged. This ensures the risk profile remains accurate over time.
Recording and reporting	We maintain clear records of identified risks, assessments, decisions, and treatments. Reporting ensures transparency, consistency, better decision-making, and stronger governance and oversight.

Whilst the steps are shown separately within this process, they are continually occurring and may overlap or fall in a different order to that shown. This is not a one-off process but must be used as an ongoing continuous activity.

Detailed information and guidance for staff on the risk management process can be found in the Guide to Risk Management.

4.2. Risk Measurement

To complete the risk management process, each risk must be measured. This is completed using the risk matrices included from Appendix A through C. The risk matrix is applied to all types of risks and ensures consistency in measuring risk across the organisation.

The risk rating is calculated as: **Risk Rating = Likelihood × Consequence**

The points at which risk is measured are described in the table below:

Risk Rating	Description
Inherent	The amount of risk that exists without any controls, mitigations, or treatments being applied. Also referred to as the pre-mitigation risk.
Residual	The amount of risk that remains after controls, mitigations, or treatments have been applied.

4.3. Risk Escalation

An effective risk management framework empowers staff to make informed, risk-based decisions. This requires a clear understanding of when to take risks, when to avoid them, and when to mitigate them. It also ensures risks are identified, discussed, and managed at the right level, with clear processes in place for escalating risks in a timely manner. Risks may need to be escalated to ensure they are assessed by the right people and remain within our risk appetite.

The table below shows our escalation of risk, and who has the authority to accept the risk based on the residual risk rating:

Residual Risk Level	Action required
Low	Low Risk – managed by routine processes. It is unlikely to require any application of resources. The relevant People Leader or Project Manager can accept this level of risk.
Moderate	Moderate Risk – advise Group Manager. ELT to be advised at the discretion of the Group Manager. Managed by specific risk treatment plan. The Group Manager can delegate this responsibility within their area of accountability (i.e. to a Project Manager, Lead, or other subject matter expert). The relevant Group Manager or delegated person can accept this level of risk.
Significant	Significant Risk – advise ELT and Chief Executive. Managed by specific risk treatment plan. Scrutiny required (as agreed). Must be reported to RAC. The Group Manager, Chief Executive and/or RAC can accept this level of risk.
Extreme	Extreme Risk – immediate action required. Advise Chief Executive. Escalate the risk to Council. Action plans and Executive responsibility specified. Close scrutiny is required. Only the Chief Executive and/or Council can accept this level of risk.

4.4. Risk Recording and Reporting

All identified risks are required to be documented to ensure effective monitoring, review, and reporting. Risk documentation can be undertaken through several mechanisms, depending on the nature and significance of the risk:

- **Strategic Risks (Top Risks):** these are to be added to the Risk Register (Promapp). Notify the Risk Advisor when a new strategic risk is identified or requires inclusion.
- **Quarterly Risk Management Report:** a quarterly report, approved by the ELT, must be submitted to the RAC. At a minimum, this report should include:
 - Updates on Strategic (Top) Risks and their planned mitigations
 - Identification of emerging risks
 - Notable changes impacting the overall risk profile
 - Key risk management activities undertaken during the reporting period
 - Escalation of High Risks – all risks with a Significant or Extreme residual risk rating must be reported to the RAC in accordance with the escalation process outlined in the table above.
- **Project Risks:** significant Council projects must include a risk assessment and ongoing risk documentation as part of project governance.
- **Group Risks:** risks specific to particular Groups should be recorded and managed within their respective risk registers.
- **Operational Risks:** day-to-day operational risks should be identified, recorded, and monitored by the relevant teams or managers.

4.5. Risk Monitoring and Review

Risks evolve over time as circumstances change. So, it is essential that risks are actively monitored, with regular reviews undertaken. Monitoring and review enable us to:

- Ensure information remains current and accurate.
- Assess the effectiveness of controls.

- Evaluate performance and identify opportunities for improvement.
- Track risk trends and treatment actions.
- Maintain visibility of risk activity across the organisation.
- Ensure accountability and transparency in risk management practices.

Through active monitoring and review, we can proactively respond to changes in our risk environment, continuously improve risk management practices, and ensure the Framework remains effective and fit-for-purpose.

The table below shows our review schedule:

Residual Risk Level	Regular Review Period
Low	Low Risk – 12 monthly review required.
Moderate	Moderate Risk – 6 monthly review required.
Significant	Significant Risk – 3 monthly review required.
Extreme	Extreme Risk – constant oversight and review required.

Monitoring and review should be a pre-planned activity with regular scheduled reviews, while also allowing for additional reviews to be triggered by events or changing circumstances.

5. Risk Culture

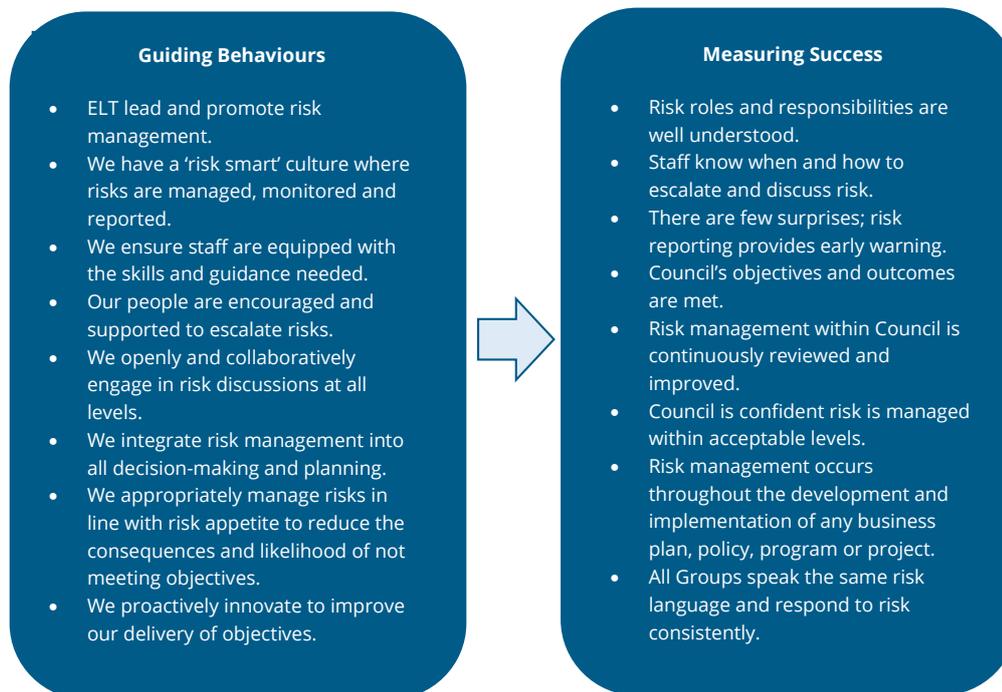
A strong risk culture is essential to the effectiveness of the Framework. The key components of a positive risk culture are:

- **Accountability:** everyone is responsible for risk management, at all levels of HDC.
- **Awareness:** risk management is embedded in decision-making, ensuring risks and opportunities are considered in achieving our objectives.
- **Attitude:** risks management is recognised as everyone’s responsibility, promoting openness, collaboration, and a focus on continuous improvement.

Developing and embedding a positive risk culture grows risk maturity and capability. It will help HDC respond effectively to uncertainty, seize opportunities, and achieve our strategic and operational objectives.

5.1. Growing Awareness and Understanding

The diagram below illustrates the guiding behaviours expected of all staff and outlines how success in developing an effective risk culture can be measured and sustained through engagement, accountability, and continuous improvement.



6. Implementation of the Framework

6.1. Integration into Organisational Processes

Risk management will be embedded within systems and processes to ensure it is part of everyday decision-making. It should be incorporated into key processes, including:

- **Long Term Plan (and Annual Plan):** risks will be identified and discussed as part of the development of the Long Term Plan. In general, assumptions underpinning the Long Term Plan are a source of risk to us achieving our objectives.
- **Top Risks and Appetite Risk Statement:** the Top Risks and Risk Appetite Statement will be set by ELT and Elected Members.
- **Project management:** risk management will be embedded in all stages of project management — from initiation and planning through to delivery and review — to ensure that project risks are identified early, effectively managed, and monitored throughout the project lifecycle.
- **Procurement and contract management:** risk management will be factored into decision-making for significant procurement activities. This includes assessing supplier capability, contract terms, delivery risk, and value for money. Contractual arrangements should include clear risk allocation and management responsibilities.
- **Asset and infrastructure:** risk management informs asset lifecycle planning and maintenance. Identifying and managing risks related to asset condition, funding, and service delivery helps ensure long-term infrastructure sustainability and reliability.

- **Governance and compliance:** risk management supports good governance by ensuring compliance with legislation, policy frameworks, and internal controls. Regular monitoring and reporting of governance and compliance risks promote transparency and accountability.
- **Health, Safety and Wellbeing (HSW):** risk management practices are embedded within HSW processes to identify, assess, and control risks to employee and public safety. This proactive approach promotes a strong safety culture and continuous improvement in workplace wellbeing.
- **Business continuity:** risk management underpins business continuity and emergency management planning, ensuring we can maintain critical services and recover quickly from disruptions.
- **Community and stakeholder engagement:** engagement processes are used to identify and understand community and stakeholder perspectives, which can highlight emerging risks and inform risk response strategies.
- **All meetings:** to strengthen risk awareness and promote open discussion, all formal and informal meetings (Team, project, Group, SLC, ELT) should include a standing agenda item on risk. Regular consideration of risk in meetings supports staff engagement, encourages proactive management, and integrates risk thinking into day-to-day operations.

7. Internal Assurance

Internal assurance plays a critical part in our risk management by providing evaluation and verification of our risk management practices, internal controls, and governance processes. It helps ensure our risk identification, assessment, mitigation, and monitoring activities are functioning as intended and aligned with our risk appetite. And it helps with our continuous improvement in risk management by identifying gaps, inefficiencies, or weaknesses in our risk management, and providing recommendations for improvement.

8. Review of the Framework

8.1. Formal Review of the Framework

The Risk Management Framework will undergo a formal review every three years. This review will encompass all associated documentation, including the Risk Management Framework, Risk Strategy, Risk Policy, and related Guides. Regular reviews will ensure that the Framework remains current, effective, and aligned with HDC's approach to risk management. In addition to the scheduled review cycle, the Risk Management Framework documentation may be updated at any time to reflect new or emerging risk management information and practices.

9. Risk Management Workplan

A two-year Risk Management Workplan (Workplan) has been developed to guide the next phase of our risk maturity journey. The Workplan is high level and outlines the priority activities, improvements, and capability-building initiatives that will strengthen risk management across HDC. It provides a structured approach to embedding risk-based practices, enhancing consistency, and supporting the continuous development of a mature and resilient risk management culture.

Appendices

Appendix A: Consequence and Impact Examples

This table is intended as a guide to support risk assessment. It is not exhaustive or prescriptive and should not be applied mechanically. Professional judgement and relevant experience must be used when interpreting and applying the consequences described.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
High level rating definitions	Managing through routine processes, unlikely to require specific application of resources.	Event with consequences which can be readily absorbed, but which require management effort to minimise the impact.	Significant event which can be managed under normal circumstances.	Critical event which can be endured with proper management.	Disaster with potential to lead to business failure.
Governance	Little or no impact on decision making and governance of Council.	Isolated impact on decision making and governance that could be managed through existing delegations.	Noticeable impact on decision making and governance causing significant delays or negative impact on community confidence.	Significant impact on decision making and governance causing significant breakdown of governance functions resulting in external scrutiny.	Severe loss of decision making and governance that requires intervention by central government.
Legislative and regulatory compliance	Insignificant non-compliance with little or no impact.	Isolated non-compliance able to be managed internally without serious loss.	Serious non-compliance with impact on reputation and requiring escalation to manage.	Significant non-compliance with impact on reputation requiring external assistance and possible regulator intervention.	Significant non-compliance which requires regulatory notification / intervention and/or legal action.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
Legal	Minor legal issue or irregularity with negligible financial or reputational impact. Managed internally without formal advice.	Low-level legal exposure, requiring limited legal advice or correspondence to resolve. No formal dispute or claim.	Noticeable legal issue requiring formal legal advice, negotiation, or settlement. Possible minor legal claim or contractual dispute with limited financial or reputational impact.	Serious legal exposure resulting in formal legal proceedings or regulatory investigation. Potential for substantial legal costs, settlement, or enforceable order.	Major legal action or prosecution resulting in court judgment, significant penalties, or enforceable undertakings. Could lead to serious financial loss, criminal liability, or governance intervention.
Financial - organisation	Loss or overrun of less than \$100k.	Loss or overrun between \$100-250k.	Loss or overrun between \$250-500k.	Loss or overrun between \$500k-\$1m.	Loss or overrun over \$1m.
Financial - project	1% project or programme budget overrun.	2-5% project or programme budget overrun.	5-10% project or programme budget overrun.	10-30% project or programme budget overrun.	More than 30% project or programme budget overrun.
Fraud, bribery and corruption	Near miss incident of fraud, bribery or corruption without financial or reputational damage.	Fraud, bribery or corruption incident identified and managed internally without serious loss.	Serious loss due to fraud, bribery or corruption impacting on reputation and in local media, requiring external assistance.	Significant loss due to fraud, bribery or corruption with regional media attention and requiring external assistance.	Extensive loss due to fraud, bribery or corruption resulting in national media coverage or regulatory intervention.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
Reputational	No impact on public confidence or media attention.	Minor impact on public confidence and media attention. May be some local coverage – not front page.	Some impact on public confidence, reflected by community interest in the Council's performance and local media coverage – front-page.	Major impact on public confidence resulting in some national coverage.	Critical impact on public confidence, resulting in significant national media and Central Government attention e.g. through an inquiry and/or appointment of a Commissioner.
Environmental	Little or no impact.	Short-term or minor impact.	Serious damage of local importance with possible regulatory intervention.	Serious damage of regional importance with possible regulatory intervention.	Permanent damage requiring ongoing remediation and monitoring with regulatory involvement.
Climate Change	Little or no impact on community plans for climate change.	Localised impact on community plans for climate change.	Some serious or long-term impact on community plans for climate change.	Significant impact on community plans for climate change.	Extensive or catastrophic impacts on community plans for climate change.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
People - Health, Safety and Wellbeing	No injury or illness. Minimal discomfort only. No first aid required. No impact on wellbeing or work performance.	Minor injury or short-term discomfort requiring basic first aid only. No lost time from work. Temporary impact on wellbeing with full recovery.	Injury or illness requiring medical treatment. Short-term absence from work or modified duties. Noticeable impact on physical or psychological wellbeing, but recovery expected.	Serious injury or illness resulting in hospitalisation, long-term absence, or permanent partial impairment. Significant psychological harm or ongoing wellbeing impacts requiring professional support.	Fatality or life-altering injury or illness. Permanent disability or catastrophic psychological harm. Multiple people affected or systemic failure in health and safety controls.
Planning and strategy - including changes in Central Government policy	No impact on outcomes.	Temporary impact on long-term levels of service. Limited community interest and media attention.	Noticeable impact on long-term levels of service, bringing consistently below expectations in one or more outcome categories. Negative community interest and media attention.	Levels of service are significantly below expectations in one or more outcomes categories. Significant negative community interest and media attention.	Levels of service in significant decline across all outcome categories. Widespread negative commentary and media attention. Central Government attention, e.g. through an inquiry and/or appointment of a Commissioner.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
Relationships with Iwi	Minor or isolated issue causing little or no impact on iwi relationships. Engagement is maintained through normal channels.	Localised issue or misunderstanding causing short-term strain on iwi relationships. Easily resolved through direct engagement.	Noticeable impact on iwi relationships resulting in reduced participation or trust. Formal engagement required to repair relationship.	Serious breakdown in relationship with one or more iwi, resulting in loss of partnership confidence, formal complaints, or public criticism. Requires senior leadership or governance involvement to restore trust.	Severe and sustained breakdown in iwi relationships leading to loss of partnership, withdrawal from engagement, public conflict, or central government intervention. May impact strategic objectives and Council reputation.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
Te Tiriti o Waitangi/Treaty of Waitangi	Minor administrative oversight with no material breach of requirements under Local Government Act in relation to Te Tiriti o Waitangi/Treaty of Waitangi principles or statutory obligations. Easily corrected.	Isolated instance of non-compliance requirements under Local Government Act in relation to Te Tiriti o Waitangi/Treaty of Waitangi. Minor reputational or relationship impact; resolved through standard processes.	Noticeable failure to give effect to requirements under Local Government Act in relation to Tiriti/Treaty in key decisions or planning processes. May require external advice or mediation to address.	Significant or repeated failure to meet requirements under Local Government Act in relation to Te Tiriti o Waitangi/Treaty of Waitangi, resulting in formal complaint, public criticism, or intervention by iwi, government agencies, or oversight bodies. Substantial reputational impact.	Systemic or deliberate non-compliance with requirement under Local Government Act in relation to Te Tiriti o Waitangi/Treaty of Waitangi principles or statutory obligations. Could result in legal challenge, formal investigation, loss of central government confidence, or appointment of a Commissioner. Major reputational and governance consequences.
Service delivery - essential/lifeline services	Loss of service to 0-10 households for a period of no more than 8 hours. Loss of service to an industry for a period of no more than 8 hours.	Loss of service to 10-30 households for a period of 8-24 hours. Loss of service to an industry for a period of 8 hours.	Loss of service to 30-100 households for a period of 24 hours. Loss of service to an industry for a period of 8-24 hours.	Loss of service to 100-300 households for a period of 24-72 hours. Loss of service to an industry for a period of 24-72 hours.	Loss of service to 300+ households for a period of more than 3 days. Loss of service to an industry for a period of more than 3 days.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
Service delivery - non-essential/non-life-line services	Public amenity closed or delivering reduced services.	Public amenity closed for up to a week or more. Isolated service standard failure.	Public amenity closed for 1 week to 1 month or more. Customer complaints or complaints relating to more than one business area. Repeated service failure or one that affects multiple people.	Public amenity closed for more than 1 month or more. Delay in major project of over a year.	Long term loss of public amenity. Long term loss of community well-being Long term delay in major project of over a year.

Source of Risk	Consequence				
	Insignificant - 1	Minor - 2	Moderate - 3	Serious - 4	Severe - 5
Information services	<p>Key information systems disrupted for a period of 2 hours.</p> <p>Isolated equipment failure</p>	<p>Key information systems disrupted for a period of 2 hours to 1 day.</p> <p>Minor breach of information security and information loss. Fixed within hours.</p> <p>Compromise of user password or information management processes impacting the confidentiality and integrity of data.</p>	<p>Key information systems disrupted for a period of 2-3 days.</p> <p>Loss of all information systems for a period of 1 hour to 1 day.</p> <p>Exploitation of security flaws compromising the confidentiality and integrity of data.</p>	<p>Key information systems disrupted for a period of 4 days to 1 week.</p> <p>Loss of all information systems for a period of more than 1 day.</p> <p>Theft, loss or misuse of USB/laptop/other device compromising confidentiality.</p> <p>Loss of a core system for an extended period.</p>	<p>Key information systems disrupted for a period of more than 1 week.</p> <p>Loss of infrastructure for an extended period.</p> <p>Loss of all historical information (backups).</p> <p>Widespread unauthorised entry into information systems.</p>

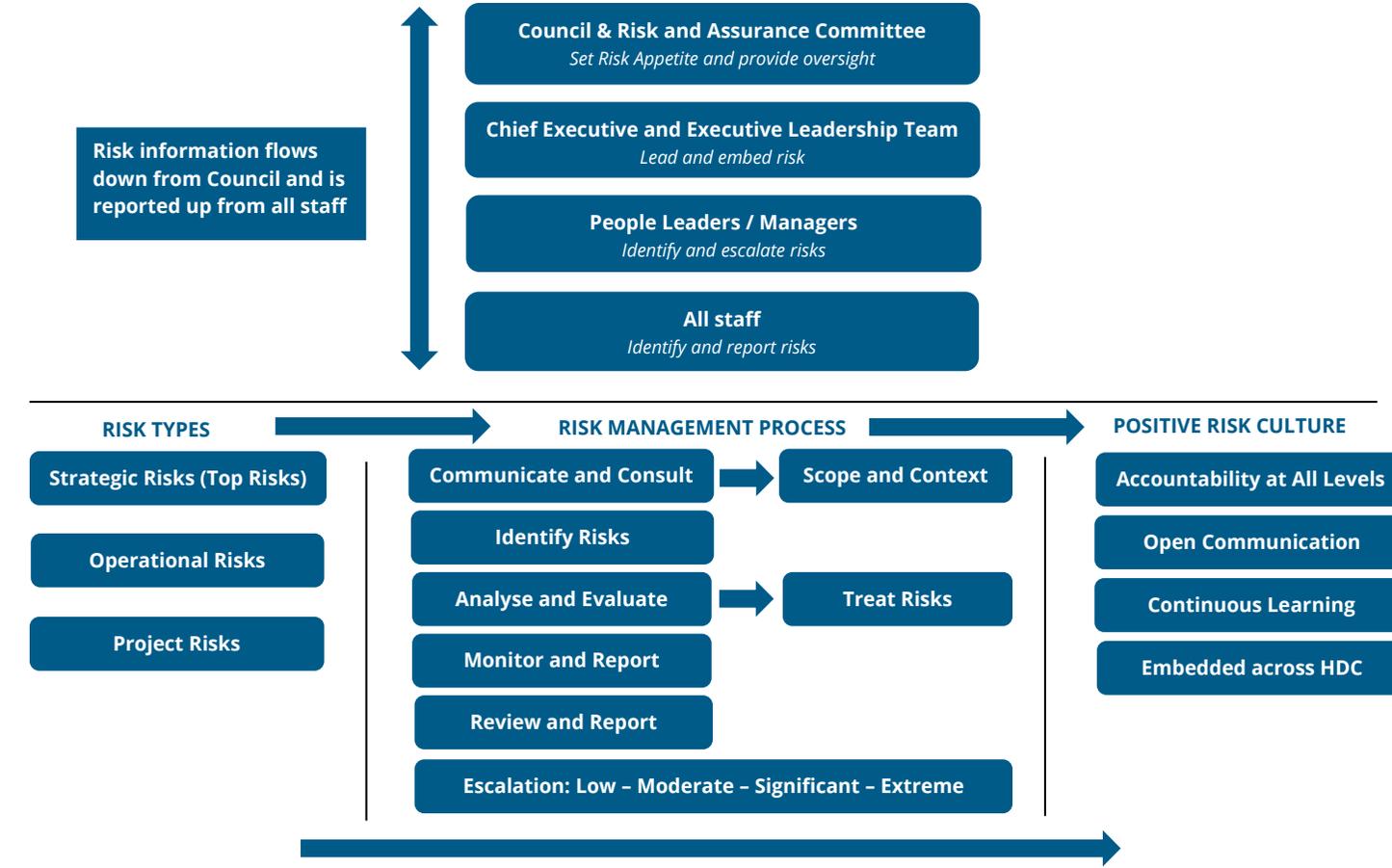
Appendix B: Likelihood Table

Rating	Likelihood Rating	Likelihood	Description	Occurrence
1	Rare	<10%	Rare; very low probability. Would only occur in exceptional circumstances.	Once in 5 years
2	Unlikely	10-49%	Unlikely; low probability. It is possible to occur; however, it would be uncommon.	Once per year
3	Possible	50-74%	Possible; likely probability. A real chance of it occurring.	Two to three times year
4	Highly Likely	75-89%	Highly likely; high probability. Expected to occur in some circumstances.	Weekly or within a month
5	Almost Certain	>90%	Almost certain; very high probability. Expected to occur in most circumstances.	Daily or within a week

Appendix C: Risk Rating Matrix

	Consequence/Impact				
Likelihood	1 - Insignificant	2 - Minor	3 - Moderate	4 - Serious	5 - Severe
5 - Almost Certain	Low	Moderate	Significant	Extreme	Extreme
4 - Highly Likely	Low	Moderate	Moderate	Significant	Extreme
3 - Possible	Low	Low	Moderate	Moderate	Significant
2 - Unlikely	Low	Low	Moderate	Moderate	Moderate
1 - Rare	Low	Low	Low	Low	Low
Likelihood	1 - Insignificant	2 - Minor	3 - Moderate	4 - Serious	5 - Severe
5 - Almost Certain	5	10	15	20	25
4 - Highly Likely	4	8	12	16	20
3 - Possible	3	6	9	12	15
2 - Unlikely	2	4	6	8	10
1 - Rare	1	2	3	4	5
	Low		1 to 7		
	Moderate		8 to 12		
	Significant		13 to 19		
	Extreme		20 to 25		

Appendix D: Risk Management Framework – One Page Overview



Appendix E: Risk Management Workplan

The is a high level Workplan that outlines the priority activities, improvements, and capability-building initiatives that will strengthen risk management across HDC.

Focus Area	2025*	2026**	2027**
Risk Framework	Develop draft Risk Management Framework	Develop draft Risk Management Framework	Review Risk Management Framework
		Adopt draft Risk Management Framework	
Risk Framework	Develop draft Risk Management Policy	Develop draft Risk Management Policy	Review Risk Management Framework
		Adopt Risk Management Policy	
Risk Framework	Develop draft Risk Strategy and Work Plan	Develop draft Risk Strategy and Work Plan	Review progress of the Risk Strategy and Work Plan
		Adopt draft Risk Strategy and Work Plan	
Risk Framework		Define Top Risks	Review Top Risks
		Adopt Top Risks	
Risk Framework		Promapp Risk Register – work closely with Group to refine risks and treatments	Ongoing
Risk Appetite		Defined Risk Appetite Statement(s)	Review Risk Appetite Statement(s)
		Adopt Risk Appetite Statement(s)	
Risk Maturity	Audit Risk Maturity	Audit Risk Maturity	Audit Risk Maturity
		Enhance Risk Maturity	Enhance Risk Maturity

Risk Governance		Quarterly agenda item for Risk and Assurance Committee (RAC) meeting	Quarterly agenda item for RAC meeting
Risk Governance		Monthly agenda item for Executive Leadership Team (ELT) meeting	Monthly agenda item for ELT meeting
Risk Governance		Monthly agenda item for Senior Leadership Cohort (SLC) meeting	Monthly agenda item for SLC meeting
Risk Governance		Audit legislative compliance	Audit legislative compliance
		Report on legislative compliance	Report on legislative compliance
Risk Resilience		Review Business Continuity Plan (BCP) and strategies	Review Business Continuity Plan (BCP) and strategies
		BCP scenario testing	BCP scenario testing
Risk Awareness and Training		Roll out Three Lines Model	Ongoing
Risk Awareness and Training		Develop and roll out internal resources, including Risk Portal, Risk Management Guides, and risk statement writing training	Continue to develop and update internal resources
Risk Awareness and Training		Develop and roll out risk induction program	Ongoing

*Part year

** Calendar year



Risk Policy

2026



Document Review and Approval

Group	Capability and Transformation
Author	Risk Advisor
Approved	
Date Approved	
Review Date	
Version	

Document Version History

Version	Reviewed By	Review Date	Reason
Draft	Executive Leadership Team	27/01/2026	Draft endorsed by Executive Leadership Team
Draft	Risk and assurance Committee	11/02/2026	Risk and assurance Committee

Document Review Approach

The Risk Management Framework will undergo a formal review every three years. This review will encompass all associated documentation, including the Risk Management Framework, Risk Strategy, Risk Policy, and related Guides. Regular reviews will ensure that the Framework remains current, effective, and aligned with Horowhenua District Council's approach to risk management. In addition to the scheduled review cycle, the Risk Management Framework documentation may be updated at any time to reflect new or emerging risk management information and practices.

What is Risk?

Risk is the *effect of uncertainty on objectives*.¹ This effect may represent a deviation from what is expected and can be positive, negative or both.

Risk arises from the possibility that an event, circumstance, or change may occur and influence the achievement of objectives. It includes both threats, which may hinder or prevent the achievement of objectives, and opportunities, which may support or enhance their achievement.

Managing Risk at Horowhenua District Council (HDC)

HDC is committed to the effective management of risk. As an organisation we recognised that risk is present in all our business activities. And these risks may stop us from achieving our objectives. Everyone has a responsibility to understand the risks associated with their roles, as well as those that affecting the organisation as a whole. By identifying and understanding these risks, we can position ourselves to develop solutions, improve business outcomes, and ensure the continued success of the Council.

Managing Risk at HDC is a shared responsibility. It means:

- 1. We are aware of risk** – we understand what risk is and are familiar with Council's Risk Management Framework (Framework).
- 2. We use the Framework and tools consistently** – we apply the Framework and associated matrices to ensure a consistent approach to risk management across the organisation.
- 3. We understand our individual responsibilities** – we are aware of the risks relevant to our roles and manage them in line with organisational expectations.
- 4. We identify, assess and manage risks** – we apply consistent processes to recognise risks, evaluate their impact, and implement appropriate treatments.
- 5. We escalate potential risks appropriately** – we escalate potential risks where necessary, ensuring the right people are informed and involved in decision-making.
- 6. We align with Council's risk appetite** – we make informed decisions that align with Council's defined risk appetite and tolerance levels (to be updated in 2026).
- 7. We prioritise compliance** – we recognise that legislative and regulatory compliance is a critical part of effective risk management.
- 8. We communicate and collaborate** – we share information and work collaboratively across teams and functions to identify, assess, and manage risk effectively.
- 9. We seek support when needed** – we ensure we have the necessary skills and capabilities to perform our roles effectively and seek assistance when require.
- 10. We seek guidance when uncertain** – we know that our leaders support us, and if we are unsure whether we are making the right decision, we will proactively seek advice or clarification.

What does managing Risk at HDC look like?

- 1. Consider potential risks** – we actively think about what could go wrong or impact our objectives as we carry out our work and make decisions.
- 2. Understand our obligations** – we know and apply the legislation, regulations, policies and procedures relevant to our roles.
- 3. Conduct regular compliance self-assessments** – we regularly ask ourselves, “*Am I meeting my obligations?*” and take corrective actions where needed.
- 4. Document actions and decisions** – we maintain clear records of identified risks, treatment actions, and the rationale behind our all our decisions to ensure transparency and effective risk management.
- 5. Report non-compliance** – we promptly report identified risks, incidents, or non-compliance issues to the appropriate people (and ask if we don’t know who).
- 6. Ensure safe and effective operations** – we make sure we have the right tools, equipment, and resources to perform our roles safely and effectively.
- 7. Learn from experience** – we identify lessons learned and improve future risk management practices.
- 8. Encourage innovation** – we seek out innovative approaches and improvements, remaining mindful of risk and compliance requirements without being constrained by them.
- 9. Support a positive risk culture** – we encourage open and honest conversations about risk, without fear of blame, to strengthen organisational learning and accountability.
- 10. Participate in training and stay informed** – we attend risk management training and actively keep up to date with risk management information, updates and communications from Council.

And what doesn’t managing Risk at HDC look like?

- 1. Ignoring risks** – failing to consider potential risks when carrying out work or making decisions.
- 2. Being inconsistent** – not following our Framework and matrices when assessing or managing risks.
- 3. Using risks as a barrier** – allowing risk obligations to become a roadblock to exploring new ideas, solutions, or improvements.
- 4. Ignoring legislative obligations** – making decisions without considering our obligations.
- 5. Neglecting documentation** – failing to keep records of risk assessments, treatments, and/or decisions made.
- 6. Assuming someone else will manage it** – relying on others to identify or manage risks instead of proactively raising and addressing them yourself.

Risks could be faced within the following risk categories:



Strategic risks



Operational risks



Financial risks



Reputational risks



Infrastructure risks



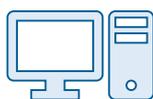
People risks



Legal/Compliance risks



Environmental risks



IT/ICT risks



Service Delivery risks



Asset risks



Health and Safety risks

This is not an exhaustive list of categories, and the specific risks within each category will vary.

For more information:

Managing risk is a shared responsibility at HDC. By understanding, assessing, and addressing risks, we protect our people and our community, while supporting innovation and the achievement of our organisational objectives. Effective risk management relies on each of us being proactive, informed, and accountable in our roles.

If you have any questions, concerns, or need guidance on risk-related matters, you should **contact your People Leader or Risk Advisor**. They are available to provide advice, support, and clarification to ensure risks are managed effectively and consistently across the organisation.

¹ Australia/New Zealand Risk Management Standard ISO 31000:2018 Risk Management – Guidelines

File No.: 26/117

6.4 Central District Waters: Amendment to Shareholder Agreement Terms of Reference

Author(s)	Justine Moore Principal Advisor - Infrastructure Kaihautū Whakamahere Tūāhanga
Approved by	Daniel Haigh Group Manager Community Infrastructure Tumu Rangapū, Tūāhanga Hapori
	Monique Davidson Chief Executive Officer Tumuaki

PURPOSE | TE PŪTAKE

1. This report presents changes recommended by the Joint Shareholders Committee – Central District Water for adoption by Horowhenua District Council.

This matter relates to Future Fit Horowhenua District Council

Adapt to legislative and structural changes that redefine Council's role, scope, and size across Local Water reforms

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Report 26/117 Central District Waters: Amendment to Shareholder Agreement Terms of Reference be received and noted.
- B. That Council approve amendments to the Central Districts Water Shareholder Agreement Terms of Reference for the Committee:
 - "a. Clause 2 – add (t) Engaging with the Company on behalf of the Shareholders' Committee in relation to how the Company shall engage with mana whenua to give effect to te Tiriti o Waitangi and its principles and establish and implements its Te Ao Māori framework
 - b. Clause 6 – adjust 6(a) Quorum to remain at 5 members, but now require a member from each of the shareholder councils and Ngā Tapuwae o Hau"

DISCUSSION | HE MATAPAKINGA

2. Set out below are the recommendations from the Joint Shareholders Committee - Central Districts Water meeting Part I Public held on 13 February 2026. Horowhenua District Council may resolve to adopt, amend, receive, note or not adopt any such recommendations. (SO 2.18.1)

"3.26 Initial Shareholders' Committee Policies

Memorandum, presented by Chris Dyhrberg - Executive Director Julie Keane - Executive Support.

The COMMITTEE RECOMMENDS

2. That the Committee recommend to the respective shareholder councils that the Shareholder Agreement Terms of Reference for the Committee are amended:
 - a. Clause 2 – add (t) Engaging with the Company on behalf of the Shareholders' Committee in relation to how the Company shall engage with mana whenua to give effect to te Tiriti o Waitangi and its principles and establish and implements its Te Ao Māori framework

- b. Clause 6 – adjust 6(a) Quorum to remain at 5 members, but now require a member from each of the shareholder councils and Ngā Tapuwāe o Hau”
3. The draft minutes from the Joint Shareholders Committee are attached.
4. To enable the Shareholder Agreement Terms of Reference to be amended all shareholding councils are required to agree to the proposed changes. If any one of the shareholding councils does not agree then then proposed changes are unable to be made.
5. We attach a copy of the Shareholders Committee Terms of Reference for Council’s information.

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	Unconfirmed Minutes Joint Shareholders Committee - Central Districts Water - 13 February 2026	125
B	Central Waters - Shareholders Committee - Terms of Reference - March 2026	130

PALMERSTON NORTH CITY COUNCIL

Minutes of the Joint Shareholders Committee - Central Districts Water Meeting Part I Public, held in the Council Chamber, First Floor, , Civic Administration Building,, 32 The Square, Palmerston North on 13 February 2026, commencing at 4.02pm

Members Present: The Mayor Grant Smith, Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.
Mr Chris Dyhrberg acting in the chair.

Karakia Timatanga

Mr Hayden Turoa opened the meeting with karakia.

1-26

Use of Standing Orders

Memorandum, presented by Hannah White, Manager Governance, Palmerston North.

Moved Grant Smith, seconded Mayor Andy Watson.

The **COMMITTEE RESOLVED**

1. Adopt Palmerston North City Council Standing Orders as the meeting procedures to govern how decisions are made by the Committee, until the Government introduces templated Standing Orders as replacement.

Clause 1-26 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

2-26

Appointment of Shareholder Committee Chair and Deputy Chair

Memorandum, presented by Chris Dyhrberg - Executive Director Julie Keane - Executive Support.

Moved Mayor Grant Smith, seconded Mayor Bernie Wanden.

The **COMMITTEE RESOLVED**

That the Committee:

1. Approve the appointment of Chris Gallavin as the Independent Chair.



JOINT SHAREHOLDERS COMMITTEE - CENTRAL DISTRICTS WATER - PART I -
13 FEBRUARY 2026

2. Approve the initial appointment of the Independent Chair to be from 13 February 2026 to 30 June 2027.
3. Approve the remuneration for the Independent Chair be set at a rate of \$45,000 p.a., plus GST if any, for the initial appointment, noting that it is anticipated that the workload for the initial appointment will be significantly higher than the longer-term expectation.
4. Delegate to the Central Districts Water Executive Director authority to finalise a letter of engagement for the Independent Chair in line with the terms outlined in this report.

Clause 2-26 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

Mr Chris Gallavin took the chair, followed by introductory comments and self-introductions.

Moved Grant Smith, seconded Mayor Bernie Wanden.

The **COMMITTEE RESOLVED**

5. Approve the appointment of Mayor Andy Watson as Deputy Chair.

Clause 2-26 above was carried 8 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

Note:

Mayor Andy Watson declared a conflict, removed himself from the room and took no further part in debate or voting.

3-26 Initial Shareholders' Committee Policies

Memorandum, presented by Chris Dyhrberg - Executive Director
Julie Keane - Executive Support.

Moved Ms Danielle Harris, seconded Mayor Andy Watson.

The **COMMITTEE RECOMMENDS**

2. That the Committee recommend to the respective shareholder councils that the Shareholder Agreement Terms of Reference for the Committee are amended:



JOINT SHAREHOLDERS COMMITTEE - CENTRAL DISTRICTS WATER - PART I -
13 FEBRUARY 2026

- a. Clause 2 – add (t) Engaging with the Company on behalf of the Shareholders’ Committee in relation to how the Company shall engage with mana whenua to give effect to te Tiriti o Waitangi and its principles and establish and implements its Te Ao Māori framework
- b. Clause 6 – adjust 6(a) Quorum to remain at 5 members, but now require a member from each of the shareholder councils and Ngā Tapuwāe o Hau

Clause 3-26 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

Moved Chris Gallavin, seconded Grant Smith.

The COMMITTEE RESOLVED

1. That the Committee adopt the Code of Conduct, Conflict of Interest and Confidentiality Protocols to govern its members.

Clause 3-26 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

4-26

Schedule of meetings

Memorandum, presented by Hannah White, Manager Governance, Palmerston North.

Moved Chris Gallavin, seconded Councillor Sam Jennings.

The COMMITTEE RESOLVED

1. That the Committee agree the following meetings to be held at Palmerston North City Council Chambers, 32 Te Marae o Hine The Square, Palmerston North:
 - a. 4pm, Friday 13 March 2026
 - b. 4pm, Friday 27 March 2026
 - c. 3pm, Thursday 30 April 2026



JOINT SHAREHOLDERS COMMITTEE - CENTRAL DISTRICTS WATER - PART I -
13 FEBRUARY 2026

Clause 4-26 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

Work Schedule

Note: That the Joint Shareholders Committee - Central Districts Water receive its Work Schedule dated 13 February 2026, was received for information without a vote.

EXCLUSION OF PUBLIC

5-26 Recommendation to Exclude Public

Moved Chris Gallavin, seconded Grant Smith.

The **COMMITTEE RESOLVED**

That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

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 are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
13. Board Recruitment	It is in the best interest of the Public that the Shareholders are able to negotiate with the potential Board Members without proposed Board fees being made public at this stage.	s7(2)(a)PRIVACY This information needs to be kept private to protect personal information that is confidential or sensitive. This includes people who are no longer alive and s7(2)(i)NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings

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



JOINT SHAREHOLDERS COMMITTEE - CENTRAL DISTRICTS WATER - PART I -
13 FEBRUARY 2026

prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below be permitted to remain after the public has been excluded for the reasons stated.

Sarah Naude and Matt Stanley of Propero Consulting, because of their knowledge and ability to assist the meeting in speaking to their report/s and answering questions, noting that such person/s will be present at the meeting only for the items that relate to their respective report/s.

Clause 5-26 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith), Mayor Bernie Wanden, Mayor Andy Watson, Deputy Mayor Dave Wilson, Councillors Sam Jennings and Kaydee Zabelin, Ms Danielle Harris, Mr Hayden Turoa and Ms Marj Heeney.

The public part of the meeting finished at 5.15pm.

Confirmed 13 March 2026.

Chairperson

SCHEDULE 3

SHAREHOLDERS COMMITTEE TERMS OF REFERENCE

1. PURPOSE

The Shareholders Committee (**Shareholders Committee**) is established, as a joint committee under clause 30(1)(b) of Schedule 7 to the LGA to:

- (a) Provide governance oversight of the Company, once established, which will provide Water Services in the Service Area set out in Schedule 1; and
- (b) Provide a forum for the representatives of the Company's shareholders (**Shareholders**) to meet, discuss and co-ordinate on relevant issues and, through their representatives, exercise their powers in respect of the Company.

2. SHAREHOLDERS COMMITTEE RESPONSIBILITIES

The Shareholders Committee's responsibilities are:

- (a) Appointing and removing Directors, and determining the term of each Director's appointment;
- (b) Endorsing which Director will be Chair of the Board;
- (c) Adopting and amending the Board Skills Matrix;
- (d) Determining the Company's Board appointment policy;
- (e) Seeking and interviewing candidates for the Company's Board as needed;
- (f) Approving the remuneration of directors of the Company;
- (g) Engaging with the Company, on behalf of the Shareholders, in relation to the Company's preparation and approval of its significance and engagement policy;
- (h) Preparing, considering comments from the Company on, and adopting the Statement of Expectations for the Company;
- (i) Receiving, considering and providing comments and recommendations to the Company on its draft Water Services Strategy, and any amendments to it;
- (j) Receiving and considering draft Transfer Agreements;
- (k) Receiving and considering draft Transitional or Service Level Agreements;
- (l) Receiving and considering the Water Services Half-yearly Report and Water Services Annual Report of the Company;

Schedule 3: Shareholders Committee Terms of Reference

- (m) Receiving and considering such other information from the Company as the Shareholders Committee may receive or request on behalf of the Shareholders from time to time;
- (n) Undertaking performance and other monitoring of the Company, and of the Board;
- (o) Considering and providing recommendations to the Shareholders on proposals from the Company;
- (p) Providing co-ordinated feedback, and recommendations as needed, on any matters requested or proposed by the Company or any Shareholder including water services assets and infrastructure and water conservation;
- (q) Developing, as required, a role description for an Independent Chair, and interviewing and appointing an Independent Chair;
- (r) Determining when Shareholder meetings, or resolutions in lieu of Shareholder meetings, are required, without prejudice to Shareholder and Board rights to call meetings under the Company's constitution; and
- (s) Providing recommendations to the Shareholders regarding changes to these terms of reference, the Shareholders' Agreement and the constitution of the Company.

3. SHAREHOLDERS' RESPONSIBILITIES

To the extent that each Shareholder delegates its relevant powers to the Shareholders Committee member it appoints, the Shareholders Committee will provide a forum for the Shareholders to meet and exercise their powers in relation to the Company.

4. MEMBERSHIP

- (a) The membership of the Shareholders Committee will total the number of persons set out in Schedule 1.
- (b) Each Shareholder will appoint three members of the Shareholders Committee, with the initial members being as set out in Schedule 1.
- (c) At least one but no more than two members of the Shareholders Committee appointed by each Shareholder must be elected members of the appointing Shareholder.
- (d) Each Shareholder may appoint one Mana Whenua representative as one of its three members of the Shareholders Committee.

5. CHAIRPERSON AND DEPUTY CHAIRPERSON

- (a) Once all members of the Shareholders Committee have been appointed, they will:
 - (i) appoint an Independent Chairperson, who will have no voting rights; and
 - (ii) appoint a Deputy Chairperson.

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Schedule 3: Shareholders Committee Terms of Reference

- (b) The Deputy Chairperson:
 - (i) will act as the chair in the absence of the Independent Chairperson appointed pursuant to clause 5(a); and
 - (ii) may be removed and replaced by the members of the Shareholders Committee.

6. QUORUM

- (a) For a meeting of the Shareholders Committee to have a quorum, five members, or their appointed Alternates, must be present, including at least one Shareholders Committee Representative that is an elected member of each appointing Council.
- (b) Where the Shareholders Committee is providing a forum for the Shareholders to meet and exercise their powers in relation to the Company, the requirements of the Company's constitution and shareholders' agreement will prevail over the Terms of Reference.

7. ALTERNATES

- (a) Each Shareholder must appoint two Alternates for the Shareholders Committee Representatives appointed by it, one of whom is to be an Alternate for the appointed representative for mana whenua, in accordance with the Shareholders' Agreement.
- (b) Where any Alternate attends a meeting of the Shareholders Committee, they may vote at meetings, and undertake all actions in relation to the Shareholders Committee (including signing any resolution), as if they were the relevant Shareholders Committee Representative, but only in the event that the Shareholders Committee Representative is unable or unavailable to do so.

8. DECISION-MAKING

- (a) The Shareholders Committee will strive to make all decisions by consensus.
- (b) In the event that a consensus on a particular matter before the Shareholders Committee is not able to be reached, the Shareholders Committee will vote on a resolution in respect of the matter.
- (c) Each member of the Shareholders Committee, except the Independent Chairperson appointed under clause 5(a)(i), will have one vote, and resolution may be passed by a simple majority of votes.
- (d) In the situation where there is an equality of votes cast on a matter, the Independent Chairperson does not have a casting vote.
- (e) Any resolution of the Shareholders Committee may be passed in writing, signed or assented to by or on behalf of Shareholders Committee Representatives holding the requisite majority of votes to pass the resolution, as specified above. Any such

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Schedule 3: Shareholders Committee Terms of Reference

resolution in writing may consist of one or more documents in similar form (including letters, facsimiles, electronic mail, or other similar means of communication) each signed or assented to by or on behalf of one or more of the Shareholders Committee Representatives. Any Shareholders Committee Representative not signing the resolution must be provided with a copy of the resolution.

- (f) Other than for those matters for which the Shareholders Committee has effective decision-making capacity through these terms of reference, each Shareholder retains its full powers to make its own decisions on matters referred to it by the Shareholders Committee.

9. REMUNERATION

Each Shareholder will be responsible for remunerating its representatives on the Shareholders Committee for any costs associated with that person's membership of the Shareholders Committee.

10. ADMINISTRATION

Reports to be considered by the Shareholders Committee may be submitted by any of the Shareholders or the Company.

11. ALTERATION OR REVOCATION

No alteration or revocation of these Terms of Reference will be of any force or effect unless approved in accordance with Schedule 2 of the Shareholders Agreement.

12. DEFINED TERMS

Alternate, in relation to a Shareholder, means an alternate to that Shareholder's appointed Shareholders Committee Representatives to attend and vote at meetings of the Shareholders Committee but only where the relevant Shareholder's appointed Shareholders Committee Representative is unable or unavailable to do so.

Board means the board of Directors of the Company.

Board Skills Matrix means a matrix setting out the skills which are required to be represented on the Board, by being held by one or more Directors in office, as adopted and amended by the Shareholders Committee from time to time.

Company means Central Districts Water Limited.

Director means a director of the Company.

Service Area has the meaning given to it in section 4 of the LG(WS) Act and, in relation to the Company, comprises the combination of the areas delineated by geographical boundaries specified in each Transfer Agreement as the area in which the Company will provide water services under that Transfer Agreement, and also includes other areas in which the Company provides water services with the approval of the Shareholders Committee and subject to compliance with any requirements of the LG(WS) Act.

Schedule 3: Shareholders Committee Terms of Reference

Shareholder means a shareholder in the Company and includes any person who subsequently becomes a shareholder.

Shareholders' Agreement means the agreement relating to the Company between the Shareholders and the Company, once incorporated, as amended from time to time.

Shareholders Committee means the joint committee formed by the Shareholders in accordance with the Shareholders' Agreement.

Shareholders Committee Representative means a member of the Shareholders Committee appointed in accordance with the Shareholders' Agreement.

Statement of Expectations has the meaning given to it in section 220 of the LG(WS) Act.

Transfer Agreement has the meaning given to it in section 4 of the LG(WS) Act.

Water Services has the meaning given to it in section 4 of the LG(WS) Act, which will be the water services transferred to the Company in accordance with the Transfer Agreement between the Company and each Shareholder and otherwise provided by the Company in its Service Area.

Water Services Annual Budget has the meaning given to it in section 220 of the LG(WS) Act.

Water Services Annual Report has the meaning given to it in section 220 of the LG(WS) Act.

Water Services Half-yearly Report means the document referred to in section 248 of the LG(WS) Act.

Water Services Strategy has the meaning given to it in section 220 of the LG(WS) Act.

File No.: 26/132

7.1 Mayoral Report

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

PURPOSE | TE PŪTAKE

- The purpose of this report is to inform Council and the community about events and functions and Council-related meetings that I attended from 24 January – 28 February 2026, and to provide an update on items of interest such as submissions made on behalf of Council.

RECOMMENDATION | NGĀ TAUNAKITANGA

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

MATTERS OF INTEREST | NGĀ TAKE HIRAHIRA

- The following meetings, functions and events were attended from 24 January – 28 February 2026.

MEETINGS, FUNCTIONS AND EVENTS ATTENDED

24 January – 28 February 2026
Regional Transport Matters (Teams call)
Coast Access Radio interview
Mayor and Chief Executive catch-up
Council workshops
Mayor's Taskforce for Jobs – Governance Group meeting
Central Districts Water meeting
Central Districts Water - Project Oversight Group meeting
Mayor and Chief Executive catch-up
Tokomaru School visit – Road patrol and back to school safety awareness
Mayor's Taskforce for Jobs – Co-chairs catch-up
Opiki School visit – Road patrol and back to school safety awareness
Summerset by the Ranges – visit to new facilities
Council meeting
Horowhenua Older Persons meeting
Catch-up with Frankie Guy - Tertiary Scholarship Intern
Manakau School visit – Road patrol and back to school safety awareness
Shannon School – Road patrol and back to school safety awareness
Mayor and Deputy Mayor catch-up

Quarterly Te Awahou Foxton Community Board catch-up (chair and deputy chair)
Mayor and Chief Executive catch-up
Powhiri - New Police Area Commander Matenga Gray
Horowhenua FMU Water Quality Interventions Governance Group Meeting
Risk & Assurance Committee meeting
Council workshops
Cuppa with a Councillor (Levin)
Poroutawhao School visit - Road patrol and back to school safety awareness
Cuppa with a Councillor (Shannon)
Foxton Beach School visit - Road patrol and back to school safety awareness
Central Districts Water - Project Oversight Group meeting
Central Districts Water - Joint Shareholder Committee meeting
Medieval Market
Shannon Spectacular Car & Bike Show 2026
Catch-up with the Mayor's Taskforce for Jobs team
Chief Executive Employment & Performance Committee meeting
Council workshops
Mayor and Deputy Mayor meetings with new Councillors x 5
Business After 5 event
LGNZ Zoom with National Council

COUNCIL SUBMISSIONS

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 submission made by Council in February/March 2026:

- The Natural Environment Bill and Planning Bill (being the proposed replacements for the Resource Management Act).
- Development Levies Bill and the proposed amendment to the Infrastructure Funding and Financing Act.
- Rates Capping Proposal.
- Simplifying Local Government proposal.

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A	Submission Planning Bill and Natural Environment Bill - February 2026	137
B	Submission Local Govt Act Development Levies Exposure and Infrastructure Funding and Financing Amendment Act - February 2026	148
C	Submission Rates Capping Model - February 2026	159
D	Submission Simplifying Local Government - February 2026	171



13 February 2026

Committee Secretariat
Environment Committee
Parliament Buildings
Wellington
Via email: en.legislation@parliament.govt.nz

Submission from Horowhenua District Council on the Planning Bill and the Natural Environment Bill

HDC support the Government's intent to overhaul the planning system. HDC agree that the Resource Management Act 1991 is no longer fit for purpose and is neither sufficiently enabling of development nor protective of the environment.

HDC has firsthand experience with the failings of the RMA. Our population is growing quickly – being the fastest growing in the lower North Island. However, the RMA's focus on mitigating adverse effects rather than enabling positive long-term outcomes, its fragmented approach to planning for and responding to major structural changes (including infrastructure projects and greenfield development), and its litigious nature has stood in the way achieving the outcomes we need for both the natural and built environment.

While there are large aspects of the Bills' intent that HDC support, there are aspects that HDC has concerns about. Further HDC, are concerned that there are aspects of misalignment between the Government's expressed intent and how the legislation will work in practice.

Lastly, HDC emphasise the importance of the Government ensuring that transition is appropriately resourced. A key criticism of the RMA was that implementation support, including guidance and direction was lacking for far too long. If the Ministry and Councils are not sufficient resourced throughout the transition, we risk reliving the same mistakes.

HDC note the condensed timeframe to provide feedback on these important topics. The absence of an exposure draft process and the short consultation period which coincided with the Christmas period has meant we have had to keep our feedback high level. However, we emphasise the importance of the need for careful and considered drafting to avoid errors and unintended consequences.

The below sets out the HDC position at a high level. Following is table that provides more detail and relief sort.

Support

- Fundamentally, HDC support the need for resource management reform to enable long-term, outcome focused planning to support the wellbeing of communities and environments.
- HDC strongly supports the requirement to undertake spatial planning over at least a 30-year horizon and for this to occur regionally. HDC support Regional Spatial Plans (RSPs) being the primary local planning document that will bring together the goals of each Bill at a local level, with Land Use Plans and Natural Environment Plans to sit underneath.
- HDC supports the Bills clear outlining of what is and is not in scope of the new planning system – while the exact nature of this may need some refinement, HDC are supportive of the intent to be clear about this. Further, HDC support the goals contained in each bill – though consider some additions should be made.
- HDC supports the resetting of notification tests, so that minor adverse effects no longer trigger costly notification processes.
- HDC largely support the reduced scope for merit-based appeals under the new system, as well as the introduction of new mechanisms to resolve disputes in a faster, lower cost way such as the proposed Planning Tribunal.

Support in Part

- HDC supports standardising plan content where there is no good reason for variation. However, New Zealand/Aotearoa has a highly varied environment, with metropolitan cities, rural environments, provincial towns, and coastal settlements each of which have different needs, challenges, and opportunities. HDC are of the view that local environmental and community values are important and should therefore shape local planning responses. In the interests of preserving local voice and democracy it is important that local variation can occur without being discouraged by unnecessary cost or bureaucracy.
- HDC support in part the reduction in what is considered an adverse effect. HDC understand that the reduction in what can be considered an adverse effect is an attempt to address the conflation of changing character/amenity and adverse effects on character and amenity – and supports this intent. However, HDC consider the current drafting is unclear and may go too far.
- HDC supports the concept of the National Policy Direction (NPD) and sees the potential for it to provide better, clearer, and less conflicting national direction than exists under the RMA. However, HDC do not support the extent to which the new system relies on this and, given its criticality to the new planning system, have struggled with providing helpful feedback on the Bills without having visibility of the NPD.

Oppose

- While HDC support the goals contained within the Bills, it considers that there is a key gap in the absence of any goal focused on sustainable management/balancing the needs of future generations.
- HDC has concern about the extent to which the Bills centralising power to the Minister – HDC see a risk that this could result in significant variability in priorities depending on the Minister of the day – which could stand in the way of creating an enduring, efficient, and effective planning system with clear goals, priorities, and outcomes.
- HDC do not support the process contained within the Bills for preparing national direction – namely, HDC considers there should be a specific role for Local Government in both the drafting and notification stages. As currently drafted, Councils would have the same role as any other member of public – despite being largely responsible for implementing said national direction. Not only do Councils have a greater interest than most in the content of national direction but they also have direct experience and expertise in resource management challenges and opportunities that will be valuable to preparing efficient and effective national direction.
- HDC do not support the proposed system of regulatory relief. In addition to the proposed system being unclear, HDC are of the view that that the system is unworkable and unaffordable for communities, particularly when it is being proposed alongside rates capping. Furthermore, it is conceivable that future national direction (which Councils may not have a role in preparing) could simultaneously force Councils to protect certain features and characteristics and also pay regulatory relief to landowners. HDC also note that Bills do not contain a similar proposal for taxation on property where planning provisions increase its useability and/or value. As such, the proposed regime seeks to privatise the benefits and socialise the costs of planning controls, something which HDC do not support.
- HDC are of the view that the current proposal places both pre-settlement iwi/hapū and iwi/hapū not represented by iwi authorities at a significant disadvantage. Further, the absence of general Treaty/Te Tiriti principles clause raises the risk of future Treaty/Te Tiriti breaches. HDC also note that many participants in the resource management system – including Councils, infrastructure providers, and resource users, will have partnership-based relationships that they will need to uphold regardless of legislation, creating the potential for misunderstanding and misalignment between regulation and practice.

Other

HDC are of the view that the implementation timeframes are overly ambitious and risk poor outcomes. Significant resourcing of all participants in the system – councils, government agencies, iwi/hapū, infrastructure providers – will be required. Put simply, this reform is too important to get wrong and HDC urge the government to allow sufficient time to get it right.

Specifically, HDC note that the current timeframes for issuing national direction and for notifying regional spatial plans means that RSPs may need to be notified before national standards are released, which could cause efficiency issues. HDC are concerned that the implementation timeframes and the statutory deadlines for the preparation of

key documents like RSPs and Land Use Plan is too short for the level of work required. We urge reconsideration of the timeframes in line with advice from others in the sector.

Lastly, HDC urge the government to consider the alignment and cross over between resource management reform and the other reforms relating to local government – from both the granular level like proposing to introducing a regulatory relief system alongside rates capping to the structural level including roles and responsibilities of territorial authorities, regional councils, spatial planning committees, and combined territories boards.

Support Provision	HDC Position	Submission
Spatial Planning requirements	Support	<p>HDC strongly supports spatial planning becoming a statutory requirement. This reflects current best practice in the industry and is something many Councils around the country are already doing. HDCs primary feedback on the spatial planning concept is that it is not given sufficient weight in the Bills as drafted and, as a result, there is risk it will not achieve the level of integration up and down the resource management system needed.</p> <p>HDC is of the view that the list of Ministers referenced as needing to 'take into account' RSPs is insufficient in that it does not include Minister's whose portfolios have a direct link to creating well-functioning environments (e.g. it does not include Minister of Education or the Minister of Health). Further, HDC are of the view it is insufficient for the Minister to simply 'take into account' RSPs when preparing Government Policy Statement on Land Transport. HDC seek that the list of Ministers required to consider RSPs should be broadened to include all those whose portfolios contribute to well-functioning environments (e.g. health, education) and that the directive should be amended to require Ministers to 'recognise and provide' for RSPs rather than just 'take into account'. This will help to ensure that RSPs have clear and directive weight in subsequent infrastructure and funding decisions.</p> <p>Additionally, HDC seek clarification and refinement on a few points:</p> <ul style="list-style-type: none"> - HDC echo the sentiments of other submitters, including Taituarā and other Councils, that more guidance is needed about the process for establishing SPCs and how they will operate – and namely whether Part 6 of the Local Government Act applies. - HDC consider it would be beneficial for the Bills to provide direction for Territorial Authorities that neighbour a region other than the one they are part of. The same may need apply for Territorial Authorities that are part of more than one region. - As currently drafted, RSPs need to identify natural hazards but do not need to take account of them – HDC consider that in addition to identifying natural hazards, RSPs are the appropriate place for determining how to respond (e.g. identifying areas that, due to hazard risk, are not suitable for further development). - HDC consider that there needs to be stronger alignment between the Planning Bill and the LGA to ensure integrated planning and investment decisions.
Reduction in scope of merit-based appeals	Support	<p>HDC support the reduction in the scope of merit-based appeal, with appeals being largely limited to points of law. HDC question whether this should go further, so that it also covers bespoke plan provisions. HDC are concerned that the risk of appeal – and the associated time and cost – would disincentivise use the of bespoke provisions, even when these are</p>

		<p>appropriate. While HDC acknowledge it is important there are mechanisms in place to avoid the overuse of bespoke provision, the justification report process, combined independent hearing panels, should be sufficient to mitigate the risk of this. New Zealand's environments (both natural and built) are extremely varied, so it is important that the use of bespoke provisions are not unduly discouraged or there is risk of poor outcomes.</p>
<p>Expectation for Regional Co-Ordination and Collaboration</p>	<p>Support</p>	<p>HDC support the proposed regional approach to plan-making and sees significant opportunity for joined up, integration and outcome focused planning. However, the set up and mandate of SPCs will be critical to this success. RSPs by nature need a region-wide focus. However, SPCs will made up primarily of local Councillors who were elected to Councils to represent their wards or Districts. As such, there is a risk of misaligned drivers unless the roles, responsibilities, and mandates of SPCs is made abundantly clear.</p>
<p>Support in part</p>		
<p>Purpose and Goals</p>	<p>Support but need further additions and strengthening.</p>	<p style="text-align: center;">Submission</p> <p>Firstly, HDC note that Section 11 requires those exercising functions, duties and powers under the Act to 'seek to achieve' the goals. The goals are the primary driver of the entire proposed system. As such, HDC consider that a direction requiring those exercising functions, duties and powers only to 'seek to achieve' them is insufficient. HDC consider this should be amended to 'recognise and provide for' which is more directive, more certain, and better understood given its appearance in the RMA and existing caselaw.</p> <p style="text-align: center;"><i>Balancing sustainable management and property rights</i></p> <p>HDC support the Bills being clear that they establish a right to use land and acknowledge the link between using land, economic development, and wellbeing. However, HDC are also of the view that today's landowners also have obligations as custodians of land for future generations. As such, HDC are of the view that the property rights of today's generation need to be balanced with the rights of future generations. The goals contained within both the Planning Bill and the Natural Environment Bill do not require any consideration of the resource needs of future generations and consider this to be risky – as such, HDC seek the addition of goal than references the needs and rights of future generations to also being able to use and enjoy land and resources.</p> <p style="text-align: center;"><i>Managing impact of climate change on communities</i></p> <p>HDC note that the Bills do not contain any goals for managing the impacts of climate change on communities. HDC consider that the goal(s) relating to safeguarding communities from the effects of natural hazards should be expanded to be clear that this needs to consider the impacts of climate change.</p>

		<p><i>Meaning of 'well-functioning rural environments'</i></p> <p>HDC support the goal of creating 'well-functioning urban and rural areas'. However, this term of highly subjective and could be open to varying interpretations. While the term 'well-functioning urban environments' has a well understood meaning under the RMA, the term well-functioning rural environment is new. Urban and rural environments, while having some similarities, also have different needs. As such, HDC seek for both terms to be defined within the Planning Bill.</p>
<p>Narrowing of 'effects'</p>	<p>HDC support the proposed legislation being clear about what is considered an adverse effect and, to an extent, supports the narrowing of effects. However, HDC does have some suggestions for improvement and minimising risk of unintended consequences.</p>	<p>In terms of the 'narrowing' of adverse effects able to be considered under the new system, HDC support the following:</p> <ul style="list-style-type: none"> - The acceptance of minor adverse effects. - Exclusion of adverse effects already excluded by the RMA, such as trade competition and the socio-economic status of future residents of a new development. - Precedent effects. - Views from private property. <p>HDC support the concept of the following exclusions, but consider further refinement is needed.</p> <ul style="list-style-type: none"> - The external layout of buildings – HDC consider this should be able to be considered where it is necessary to manage effects on non-visual matters, such as stormwater management. - HDC support narrowing how visual amenity is considered under the new system – it is important the planning system is clear that character and visual qualities change over time and that this in itself is not an adverse effect. However, HDC has some concerns about the complete removal of visual amenity considerations. In some instances, visual amenity of an area is worthy of protection and contributes to broader outcomes the new planning system is seeking to protect, such as economic wellbeing (for example, commercial centres with unique visual character). HDC are also concerned the exclusion of visual amenity effects as currently drafted is not clear enough – for example, some bulk and location rules seek to protect broader amenity outcomes (like privacy and access to daylight) rather than purely being about visual amenity. HDC suggest a definition of 'visual amenity' be included. - HDC also consider the exclusion of landscape effects that do not qualify as outstanding goes too far – HDC consider that significant landscapes should also be able to be considered, as significant landscapes contribute richly to New Zealand's environmental and ecological values which is important to both cultural and economic wellbeing. - HDC support, in theory, the concept of excluding the consideration of adverse effects covered by other legislation but consider that in practice, this is risky and complex. For example, both the Natural Environment Bill and the Planning Bill cover management of natural hazards. Precluding assessment of one aspect of natural hazard management because it is covered by the other Act risks creating a fragmented approach where overlapping issues

	cannot be addressed holistically, increasing the risk of gaps in environmental protection – particularly for land uses that may only require approval under one Act. There are likely other examples of this, such as heritage and biodiversity.		
Standardising Plan Content	HDC support standardised plan content, it also notes that New Zealand/Aotearoa's environment is highly varied and different communities have different needs and preferences. It is important the local voice and context can be factored into the new system. HDC are concerned that the work required to depart from standardised plan content runs the risk of discouraging this approach, even when it is the most appropriate course of action. HDC request that this be addressed by removing merit-based appeals for bespoke provisions, as is the case for the use of standard provisions, and rely on the justification report and independent hearing plan process to ensure bespoke provisions are used appropriately. HDC also note that the Bills do not ensure that Councils will have the opportunity to input into their development. Given the impact these will have on Plan content, and the valuable experience that Councils have in development rules and standards, this is very concerning. HDC request that Councils have the opportunity to submit on draft standards before they are finalised.	HDC support standardising Plan content in most instances and consider there to be benefit in doing so. However, HDC consider the bar for departing from standardised plan content has been set too high.	
Permitted activity provisions	HDC support the apparent intent behind the permitted activity provisions – which we understand to be to provide a pathway for activities that are relatively low risk but may require monitoring to be progressed as a permitted activity by registering them with the Council. However, HDC's interpretation of the provisions as drafted is that <u>all</u> permitted activities would need to be registered with the relevant Council – whether this by building a garden shed, a boundary fence, or a single dwelling on a site. This would be inefficient and overly onerous. As such, HDC seek for the permitted activity provisions to be updated to make it overtly clear that permitted activities are, in effect, a two-tier system – those that need to be registered with the local authority (registered permitted activities) and those that do not (standard permitted activities).	Support, in part	
Changing plan provisions to reflect where approved and actioned resource consents have	HDC support the concept of providing a pathway to enable development to occur where previous planning decisions and resulting land uses have led to a level of development that means the existing plan zoning and rules are no longer fit for purpose. However, HDC also note that this could lead to adhoc development that undermines the RSP and interferes with the efficient delivery of infrastructure. HDC suggest that a more efficient and effective approach would be to replace Section 97 with a similar mechanism in Parts 1 and 2 of Schedule 3 where a local authority may resolve to change the zoning or rules for a specific area of land to reflect a change of use authorised by a subdivision or land use consent. Such a mechanism should be subject to the following tests – an assessment of:	Support, in part	

changed character		<ul style="list-style-type: none"> - Whether the consent is, or will be, given effect to; and - whether the zoning change is consistent with the achievement of the goals in section 11; and - whether the plan change will be consistent with standardised plan provisions (and any bespoke provisions justified) and is consistent with the requirements of any relevant national instrument; and - whether the zoning will be more appropriate than the current zoning of the land, and will not significantly undermine the broader intent, land use patterns, and infrastructure provisions set out in the relevant regional spatial plan.
Oppose		
Provision		
Reliance on secondary instruments and centralisation of decision making	<p>HDC support stronger and clearer national direction but has concerns about the extent to which the Bills rely on it.</p> <p>HDC is also concerned about the breadth of matters that are ultimately the subject of a Ministerial decision. This could create a risk that the priorities, focus, and drivers of the new system will be subject to frequent change.</p>	<p>HDC supports stronger and clearer national direction and supports the 'top down' approach proposed by the new system. HDC recognise that reliance on secondary legislation to particularise the goals, their hierarchy in relation to each other, and to reconcile conflict between them, is likely because this will provide a level of regulatory agility when compared with having change primary legislation to respond to changing context and circumstances. However, HDC are concerned about the following:</p> <ul style="list-style-type: none"> - That there is still very little detail about what this national direction will contain, which makes it difficult to determine how effective the new system will be, where the risks are, and what changes might be needed. - While this approach provides agility, it also creates risk of rapidly changing priorities and directions which could be a barrier to implementing change and may worsen efficiency and effectiveness in the planning system. - The proposed approach assigns decision making on the preparation and issuance of national direction to the Minister, which compounds the risk above. <p>HDC seek that this be addressed by ensuring that NPD be actively consulted on to the greatest extent possible and by requiring a full selected committee process to make substantive changes to the NPD.</p> <p>In addition to the above comments (and comments below about the process of preparing and issuing national direction generally), HDC note that the Bills substantially increase the extent and breadth of decision to be made by the Minister. In particular, the Minister is proposed to have the ability to direct local authorities on how they exercise their statutory responsibilities. This could impact the extent to which local governance and democracy can influence the long-term outcomes for their communities. Additionally, the Minister is tasked with resolving disputes between local authorities in RSP process. HDC question the extent to which this is appropriate or whether this would more appropriately sit with an independent expert body, such as the Planning Tribunal.</p>
Process of preparing	HDC is of the view that the process for	As drafted, the Bills set out that the preparation of national instruments is at the discretion of the Minister, with no specific statutory requirement for local authorities to be actively consulted on their relative prioritisation and involved in their

<p>National Direction</p>	<p>preparing national direction (as drafted) does not provide an adequate role for local authorities who have valuable expertise and insight, as well as being primarily responsible for implementing.</p>	<p>development. HDC consider this deeply flawed and problematic, given local authorities are primarily responsible for implementing these instruments. Section 46(1) sets out that the Minister provide iwi authorities with a draft of proposed national instrument and give them adequate time to consider the document and provide advice on it. HDC support this (though note some changes are required in order to cover iwi who do not have iwi authorities which speak on their behalf and hapū who do not have iwi speak on their behalf – as is covered in more detail below) but seek for this consultation requirement to be expanded to provide the same opportunity for local authorities. Given this step is already required for iwi authorities, including local authorities would not add any time to the process and will only enhance the quality of the end instrument.</p>
<p>Treaty of Waitangi/Te Tiriti and iwi/hapū engagement</p>	<p>HDCs view is that the current provisions disadvantage pre-settlement iwi and those not represented by iwi Authorities on this basis, consider re-drafting is needed.</p>	<p>HDC are concerned that, as drafted, the Bills do not give iwi and hapū the same opportunities for involvement as they have under the RMA and that this could risk future Treaty/Te Tiriti Breaches. In particular, HDC notes that the Expert Advisory Group that authored the 'Blueprint for resource management reform' recommended retaining a general 'Treaty Principles' provision, but that this has not occurred. HDC are concerned about this.</p> <p>Additionally, HDC are concerned that the Bills contain inconsistent requirements for parties exercising duties and powers under the Bill (those which relate to local authorities are different to those on Ministers). The Bills also appear to be inconsistent in how terminology used to describe various Māori entities is used (e.g. Māori, iwi, iwi authorities, post-settlement government entities, customary rights groups, and just a couple of references to hapū). Overall, the Bills prioritise engagement with iwi and iwi authorities – this could shut hapū not represented by iwi or iwi authorities out of the process – both risking future Treaty breaches and preventing their insights, expertise, and values from being considered in resource management processes.</p> <p>HDC request that changes be made to provide a sufficient role for iwi and hapū not represented by iwi authorities and to reconsider including a general Treaty/Te Tiriti principle.</p> <p>HDC are also concerned that the Bills, as drafted, do not sufficiently recognise pre-settlement iwi. While HDC support the provisions contained within Section 9, which requires the Crown to work with post-settlement governance entities to seek agreement on how their Treaty settlement redress or arrangements will operate with the same or equivalent effect as occurs under the RMA, HDC is concerned that this obligation expires two years after the commencement of the Acts. Horowhenua District's two largest iwi are still pre-settlement and, if settlement is not complete within two years of the Acts commencement (expected to be mid-2028) there is no obligation on the Crown to then incorporate any such settlement arrangements into the Planning Act and Natural Environment Act. HDC seek that this deadline be removed.</p>

Regulatory Relief	<p>HDC are of the view that regulatory relief is unaffordable, particularly in the context of rates capping. Secondly, it could result in Councils having to provide regulatory relief to implement national direction. Thirdly, the regulatory relief proposal in the absence of a converse ability to charge where planning provisions increase land value, is unbalanced.</p>	<p>Lastly, HDC note that transitioning to the new system will require significant input from iwi and hapū and it is critically important they are resourced to participate.</p> <p>For the reasons already stated, HDC request that the regulatory relief provisions be removed from the Bills</p> <p>However, if the regulatory relief provisions remain HDC request:</p> <ul style="list-style-type: none"> - The Ministry work with local government to develop the detail and fill in the gaps of the regime - Reverse the onus on local authorities and place the onus on persons to apply for relief if they consider themselves significantly affected rather than requiring Councils to initiate this process.
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To conclude, HDC appreciate the opportunity to provide feedback on this important Kaupapa and are happy to answer questions about any of the content contained in this submission. HDC would like to participate in any future engagement opportunities on this topic and would appreciate the opportunity to speak to this submission.

Ngā mihi nui,



Bernie Wanden
Mayor, Horowhenua District



Monique Davidson
Chief Executive



20 February 2026

Ministry of Building, Innovation and Employment
Submitted online

Submission of the Horowhenua District Council on Ministry of Housing and Urban Development and the Department of Internal Affairs exposure draft – Supporting Growth through a Development Levies System.

Introduction

The Horowhenua District Council (the Council) appreciates the opportunity to make a submission on the exposure draft from the Ministry of Housing and Urban Development and the Department of Internal Affairs - “Supporting Growth through a Development Levies System”.

Horowhenua District is growing rapidly – ours was the tenth fastest growing District according to the 2023 Census. We are experiencing both infill and greenfields growth, which means we need to upgrade existing plant as well as providing additional capacity. We reintroduced Development Contributions in 2021, after a six-year period without charging, and are generally supportive of the proposal to move to a Development Levies framework, and the intention for costs to be borne by those that generate demand for new services, rather than ratepayers in general.

Horowhenua District Context

Our District is Growing Fast

The Horowhenua District is currently experiencing higher population growth than has occurred in the past few decades, and the recent census data confirms that we are in the top ten fastest growing Districts in the country. After a period of population stagnation at the beginning of this century, where the population of Horowhenua District remained almost constant at just on 31,000 people in the decade 2000 to 2010, in the 4 years to 2014, our district began to experience notable growth, which continues to the current day. On this basis, Long-Term Plan 2015-2025 and Long-Term Plan 2018-38 each projected a steepening growth curve. Long Term Plan 2018-2038 projected annual growth of 1.2% and 1.1%, respectively, in each of the next two decades. Growth since 2018 has exceeded those projections, averaging 2% per annum. Sense Partners 2023 figures, which are the basis of the Long-Term Plan 2024-2044 population projections that underpin the Development Contributions model, predict that the resident population will grow from 37,522 in 2024 to 54,657 in 2044. The rate of growth is expected to be 1.5% per annum up until 2030 and 2.1% per annum until 2044. This population growth is expected to be accompanied by strong demand for dwelling growth.

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The drivers behind our growth can be broadly summarised as:

- A thriving property market which is currently more affordable than Wellington, Palmerston North and Kāpiti Coast. The Horowhenua District provides a great lifestyle with easy access to beaches, rivers and forest parks.
- The completion of the Wellington Northern Motorway means that 760,000 people now live within an hour's drive of the district. The Ōtaki to North of Levin Expressway, currently under construction, will further improve travel times and be the largest infrastructure project in our District's History, providing many economic opportunities. Progress is being made on many of the component projects in anticipation of the 2029 expected completion date.
- Working closely with our Māori community, including pre- and post-Tiriti o Waitangi settlement Iwi/hapū, supporting their future aspirations and wellbeing across our district, as they will be large contributors to the local economy.

The resident population of the district is expected to grow substantially and is projected to be over 66,000 by 2054. Various factors (the housing market, improved highway networks, new highway under construction) have seen the Horowhenua District become a more attractive option to live in for people from surrounding Districts to either move to or work in.

Horowhenua District Council is responding by planning for growth in the district through measures including:

- The Horowhenua Growth Strategy 2020-2040 (Growth Strategy) has been updated to identify land that may be suitable for residential and industrial growth within the life of the Growth Strategy.
- Rezoning 420 hectares of land under Plan Change 4 (Tara-Ika) is expected to provide an additional 3,500 residential sites, a commercial centre and a primary school.
- A further 22 hectares of land is subject to Plan Change 6A, which was a private plan change originally and was adopted by Council. Council is currently awaiting a decision on a Plan Stop exemption. If the Plan Change proceeds, 4-500 residential units could result.
- Industrial Plan Change – initial stages.
- Levin Structure Plan as part of the Greater Wellington Growth Framework.
- Housing Action Plan.
- Streamlined Housing Process.
- Active involvement and inclusion in regional planning matters, including the Greater Wellington Future Development Strategy.
- Our 2025 Council has set out three overarching priorities to guide Council outcomes to Enable What Matters – these are Going for Growth, Future Fit HDC and Financial Discipline. Development Levies will help to achieve all three of these priorities.

With the anticipated growth in both residential and business activities within the Horowhenua District, as well as the existing drivers of growth, we are planning for an increase in people both living and working in the district.

Our Infrastructure and Current Development Contributions Policy

Horowhenua District Council currently has a Development Contributions Policy, which was last updated in 2024 as part of the most recent Long-Term Plan. Contributions are charged for wastewater, water, stormwater, roading and community facilities. These contributions are an important source of revenue for Council and assist in recovering some of the cost of providing infrastructure to support growth.

Our District is divided into nine Development Contribution areas, which reflect the varying availability of services and the relative costs of growth in relation to the services available.

	TABLE 1 - SCHEDULE OF DEVELOPMENT CONTRIBUTIONS													TOTAL	TOTAL (including currently available assets)	
	Land Transport		Community Infrastructure		Stormwater			Water Supply			Wastewater Treatment					
	Tara-ika GA	District	Tara-ika GA	District	Tara-ika GA	Levin NE	Scheme	District	Tara-ika GA	Scheme	District	Tara-ika GA	Scheme			District
Levin		\$1,625		\$3,939			\$519	\$135		\$8,072	\$268		\$6,822	\$8	\$21,389	
Tara-ika	\$4,553	\$1,625		\$3,939	\$56		\$519	\$135		\$8,072	\$268	\$1,677	\$6,822	\$8	\$27,675	
Levin North East		\$1,625		\$3,939		\$7,349	\$519	\$135		\$8,072	\$268		\$6,822	\$8	\$28,738	
Foxton		\$1,625		\$3,939			-	\$135		\$2,058	\$268		\$7,407	\$8	\$15,440	
Foxton Beach		\$1,625		\$3,939			\$419	\$135		\$1,261	\$268		\$2,500	\$8	\$10,156	
Shannon/Mangore		\$1,625		\$3,939			-	\$135		\$7,384	\$268		\$2,988	\$8	\$16,348	
Tokomaru		\$1,625		\$3,939			-	\$135		\$2,895	\$268		\$22,873	\$8	\$31,744	
Waitāre Beach		\$1,625		\$3,939			-	\$135		\$6,089	\$268		\$2,540	\$8	\$14,605	\$8,515
Ōhau		\$1,625		\$3,939			-	\$135		\$13,924	\$268		\$14,871	\$8	\$34,771	\$5,968
Rural - no 3 waters services		\$1,625		\$3,939											\$5,564	

Figure 1 – 2024 Development Contributions for Horowhenua District

The current Development Contribution system allows Council to set contributions for each settlement based on the services available and the expected demand for growth in each area.

There are five settlements in our District that are serviced by reticulated potable water and wastewater – Levin, Foxton, Foxton Beach, Shannon and Tokomaru. Waitāre Beach currently has reticulated wastewater only. The location of the treatment stations are shown on the map below – wastewater in red, potable water in blue.

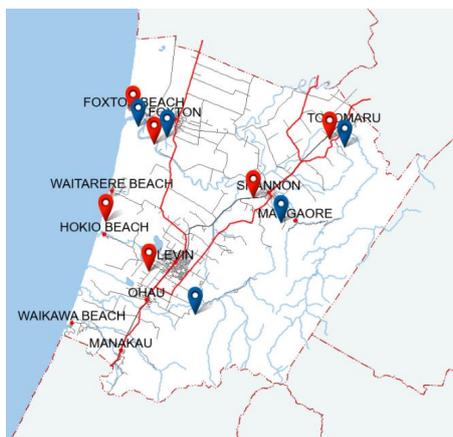


Figure 2 – Locations of wastewater and potable water treatment plants in Horowhenua District

The treatment stations generally only serve the settlement in which they are located, with the exception of the infrastructure at Foxton, which occasionally provides a top-up service to Foxton Beach, and Levin, which provides some reticulated services to parts of Ōhau.

Our Long-Term Plan (LTP) includes provision for extending water services to Ōhau in years 15 and 16 of the LTP, and Waitāre Beach in years 12-16, on the proviso that a long-term water source for Levin has been secured. Wastewater services are forecasted to be provided for Ōhau in years 8-12 of the LTP, subject to the review of a feasibility study and the completion of the Levin Wastewater Treatment Plant project. Central Districts Water may choose to retain these projects in its planning.

Like many Districts, some of our infrastructure will need upgrading to meet future demand for services. Central District Waters will need to be able to make informed and financially prudent decisions about when and how those upgrades should occur, once they take over these assets on 1 July 2027. We are also in a relatively unique situation of not having a reticulated stormwater network for private lots, meaning onsite disposal of stormwater is required, even in urban areas.

We present our response to some of the specific questions posed in the Consultation Questions in the discussion document below.

Question 1

1.2 Do you have any feedback on the overall approach for development levies?

Overall, Horowhenua District Council supports the intent of the development levy system with regard to simplifying the system for recouping development costs and standardising levies.

HDC supports the Clauses that outline the requirements of Development Levy policies, including having clear links to Councils.

Retaining the current triggers for taking a contribution/levy are supported, as this will be familiar to those in the development community and staff who will administer the policy. The current triggers generally capture the points at which development triggers demand for services.

HDC also supports the six principles intended to guide how development levies should operate, being Necessity, Sufficiency, Proportionality, Particularity, Transparency and Economic Efficiency.

We support the three-year phased transition from Development Contributions to Development Levies, aligned with LTP Cycles. This will be manageable for Councils to produce and implement new policies and will give certainty to the Development Community.

The proposal to have Development Levy policies become operative at the time of notification is supported. This will avoid the current situation, whereby there is a potential rush of applications between notification and implementation of a new policy, which has the potential to undermine the financial modelling that will go into the development of the new policy.

We also support the proposal to include options for remissions, objections and bespoke calculations, all of which are included in our current policy. This support comes with some caveats, namely that Councils (or the Waters Entity) must have discretion to either allow or decline any such application, and the administrative cost of deciding on the outcome of any application for remission, objections or bespoke calculations.

One concern is that the current timing of this submission period for the exposure draft doesn't allow three waters entities to fully participate in the process, given that most entities are not yet staffed to the point where they can participate fully in this consultation. It is imperative that these entities are able to be accommodated to participate in future consultation as this exposure draft moves through the process to become a Bill, given that these entities are likely to be the most affected by this change, as they will set and receive the levies for wastewater, potable water and stormwater which make up the majority of levies to be paid.

We support in principle the move to simplify the system and move to a more standardised structure but are unsure as to how this may look in a District such as Horowhenua, with a number of serviced settlements with distinct servicing, as shown in Figure 2 above. It appears that the proposed system, 'one levy per geographic area', assumes one main settlement and potentially shared services between settlements. Whilst we are aware that this is the case for some territorial authorities, it is not the case for Horowhenua District, and we have some concerns that our smaller settlements may essentially prop up development in Levin if we are only able to establish a single levy area. We note that there may be the ability to use high-cost overlays, but there is little guidance at this stage as to when such overlays may be able to be used.

The government has previously indicated that targeted rates would be another potential tool in Council's financial toolbox to recoup the cost of growth where projects benefit both new and existing communities as part of Pillar 2 of the Going for Housing Growth programme. As yet, no details have been released on how this system is intended to work. Some guidance on this, and how targeted rates would work alongside development levies, will be useful to Councils in order to assist in deciding how best to fund future growth.

We note that there are a number of clauses in the exposure draft that are yet to be completed. We look forward to a more complete draft becoming available in the fullness of time, so that we can better understand how this

new system might work and the effects it will have on our residents and development community.

Outcomes sought:

1. Allow Development Levy authorities to have full discretion to grant or decline applications for remission, objections or bespoke calculations.
2. Provide guidance on how Development Levies could be implemented in areas with multiple settlements with separate services.
3. Provide further guidance on when a high-cost overlay would be appropriate to use.
4. Provide details on targeted rates and how these are expected to be implemented.

Question 5

5.1 Can you provide case studies or examples that are representative of first mover developments?

5.2 Are there other ways of ensuring fairness to first-mover developments?

We support the proposal to allow Councils to be enabled to reimburse first mover developers who provide infrastructure that supports development beyond their own site. At present, the only means we have of encouraging developers to upsize services and ensure that costs are able to be recouped is to undertake a developer agreement, and get agreement at the same time from the owners of the land that will benefit from the upsized services to pay an additional contribution at the time they develop – no easy feat. The current system for developer agreements does not encourage efficient development or adequately enable first mover developers to put in additional capacity, and we are sometimes left in a position whereby owners will apply to only put in services for their own development, meaning that those services are likely to need to be ripped up and replaced by larger services in the future, usually long before they have reached the end of their useful life.

Our Council has one large, rezoned area of 420 hectares, Tara-Ika, which is now starting to be developed. The growth area has an approved structure plan, as shown below. There are a number of landowners, with both small and larger holdings, within the growth area. Internal infrastructure will need to be provided to the site by developers and there will be instances where it would be beneficial for upsized infrastructure to be delivered, to support future integrated growth. The current system does not allow for this eventuality.



Figure 3: Tara-Ika Structure Plan, Appendix 4.4G [ePlan - Horowhenua District Council](#)

Council also adopted Plan Change 6A, which is awaiting a decision on a Plan Stop Exemption. That application started as a private plan change, with four landowners making the application. Should that plan change proceed, capacity for up to 500 dwellings could be provided, which would cater to some of the expected growth within the district. This will be another case where it is likely that a first-mover developer could provide capacity for additional development, but the current system does not easily facilitate this outcome.

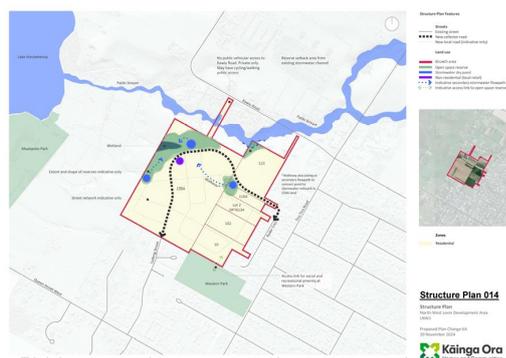


Figure 4: Proposed Plan Change 6A Structure Plan, Appendix 4.4G [ePlan - Horowhenua District Council](#)

Question 11

11.1 Does this list capture the main types of residential development that councils typically assess for development contributions?

11.2 Are any of the listed development types too broad or too narrow to be useful in practice?

With regard to the classification of Retirement and aged care accommodation, it is important that there is provision for the three types of care these facilities generally provide, and that the expected demand can be more accurately captured. Care needs to be taken when deciding on lower demand for services. Essentially, in our District, the following types of development are associated with retirement villages:

- Independent living in dwellings – usually between 1-3 bedrooms per dwelling. These dwellings are often detached or semi-detached and have provision for car parking and sometimes motor homes. These residents often make use of Council Library and recreational facilities. These units have a similar demand to a standard residence for three waters, roading and council facilities.
- Rest Home living – usually these residents have a room within a larger complex and are provided with meals and care. These residents are often also able to make use of library and recreational facilities but generally don't drive.
- Hospital care – these residents require a greater standard of care and would be unlikely to leave the village.

The list of residential developments also appears to not include residential care homes/supported living residences. These are often communal or group homes for people who require supported living. The demand for services and structure would be akin to student or worker accommodation, with communal living and kitchen areas but separate bedrooms.

Outcomes sought:

1. Ensure that any definition of retirement and aged care facilities accurately capture the likely demand for services and reflect the type of demand created.
2. Consider including residential care homes/supported living residences in the list of residential development types, either as a separate type, or as part of student or workers accommodation.

Question 13

13.1 What are your views on using the number of bedrooms or gross floor area as indicators of expected occupancy?

We have given some thought to alternate measures that would be appropriate to use to determine the anticipated occupancy of a dwelling, in order to best predict the number of occupants and therefore the demand for reticulated services generated by a dwelling. In addition to the number of bedrooms, we also considered whether using a SUIP or the number of bathrooms in a dwelling would be a useful indicator of building.

Of these three metrics, the use of bedrooms was preferred. It is an easy metric to understand, and would be easy

for staff to administer, given that the number of bedrooms is stated on a building consent form and is easily verified by checking building plans. It is noted that there is the potential for applicants to attempt to circumvent this check by designating bedrooms as other uses on the building plans (e.g. office/rumpus/additional living space). A clear definition of bedroom should therefore be included to include rooms that may be used as a bedroom and should refer to the Housing Improvement Regulations 1947 and the Building Code.

In the three years 2023-2025, HDC has issued 705 building consents for new dwellings, to create a total of 959 units, with an average of 2.71 bedrooms per unit. Based upon this, a three-bedroom unit would be a good proxy for the average sized dwelling/standard unit of demand.

The breakdown of these consents is as follows:

Number of Bedrooms	Count
1	90
2	292
3	424
4	131
5	16
6	4
7	2
Total:	959

Whilst we can see that the vast majority of recent consents for dwellings have been for dwellings of four bedrooms and under, there are still 22 consents for larger dwellings.

We ask that consideration be given to charging for bedrooms individually (i.e. not essentially capping charges at the four-bedroom rate). Larger dwellings can cause greater demand for services, so a per bedroom rate would allow for that potential demand to be captured. For example, we can see that there have been two seven-bedroom dwellings consented in the past three years; such dwellings would only be liable for the same level of development levy payment as a four-bedroom dwelling but would have the potential demand of more than two 'average' dwellings.

Capping the rate of levies to the four-bedroom rate essentially means that developers of smaller dwellings, and potentially ratepayers on the whole would be subsidising those that build larger dwellings and goes against the 'developer pays' and greater cost recovery ethos that underpins the proposed development levy system.

Outcomes sought:

1. Adopt the use of the number of bedrooms as the metric for dwellings to determine
2. Include a definition of 'bedroom' in the guidance document. We suggest that the definition references current industry standards and includes any room capable of being used as a bedroom, in order to prevent people avoiding paying full levies by designating bedrooms as other uses (such as 'office', 'study' etc.)
3. Use a metric of 0.33 levies per bedroom to determine the levy payable for a dwelling and remove the capping of bedrooms payable set out in Table X of the discussion document so that all bedrooms are chargeable.

Question 17

17.1 Are there specific aspects of the levy regulations that you would like the opportunity to provide input on?

Provision for Crown Exemptions

We understand that there is no provision proposed to exclude Crown Exemptions from paying a contribution/levy on Government Buildings. We disagree with the crown exemption should be retained in relation to development levies, given that the Crown is the one of the largest landowners/developers in the Country and many of their projects create substantial demand for services.

This is particularly relevant to Horowhenua District, where a new school is expected to be established within the Tara-Ika area. The new school will no doubt cause demand for services, and the cost of providing those services will fall upon ratepayers if the Crown as the developer is not liable for their share of the costs.

Outcome Sought:

1. That a clause be added to the draft Bill which would create a new section 8(2) (ba) of the Local Government Act 2002 adding subparts 5 and 5A of Part 8. The effect of this is to ensure that both development contributions and development levies are assessable on Crown developments.

Taitūara Submission

Horowhenua District Council have viewed the Taitūara submission on this same topic and confirm that we support that submission.

Summary

In summary, Horowhenua District Council supports, in principle, the proposal to replace the current Development Contributions system with Development Levies. However, this is subject to some concerns and further questions we have set out in this submission to the current exposure draft. We also support the Taitūara submission on the exposure draft.

Thank you for the opportunity to make this submission. We would be happy to speak to our submission if this would assist in understanding.

Yours Sincerely



Bernie Wanden, JP
District Mayor



20 February 2026

NZ Parliament
Finance and Expenditure Committee
Submitted online

Dear Finance and Expenditure Committee Members

We appreciate the opportunity to make this submission on the Infrastructure Funding and Financing Amendment Act.

The Horowhenua District is currently experiencing higher population growth than has occurred in the past few decades, and the recent census data confirms that we are in the top ten fastest growing Districts in the country, and we are planning for that high rate of growth to continue in the medium – long term. Our Long-Term Plan 2024-2044 population projections that underpin the Development Contributions model predict that the resident population will grow from 37,522 in 2024 to 54,657 in 2044. The rate of growth is expected to be 1.5% per annum up until 2030 and 2.1% per annum until 2044. This population growth is expected to be accompanied by strong demand for dwelling growth.

The resident population of the district is expected to grow substantially and is projected to be over 66,000 by 2054. Various factors (the housing market, improved highway networks, new highway under construction) have seen the Horowhenua District become a more attractive option to live in for people from surrounding Districts to either move to or work in.

Horowhenua District Council is responding by planning for growth in the district through measures including:

- The Horowhenua Growth Strategy 2020-2040 (Growth Strategy) has been updated to identify land that may be suitable for residential and industrial growth within the life of the Growth Strategy
- Rezoning 420 hectares of land under Plan Change 4 (Tara-Ika) to residential which could yield 3,500 residential sites, a commercial centre and a primary school.
- A further 22 hectares of land is subject to Plan Change 6A, which was a private plan change originally and was adopted by Council. Council is currently awaiting a decision on a Plan Stop exemption. If the Plan Change proceeds, 4-500 residential units could result.
- Industrial Plan Change – initial stages
- Levin Structure Plan as part of the Greater Wellington Growth Framework.
- Housing Action Plan

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 www.horowhenua.govt.nz enquiries@horowhenua.govt.nz

- Streamlined Housing Process to enable more medium density housing
- Active involvement and inclusion in regional planning matters, including the Greater Wellington Future Development Strategy.
- Our 2025 Council has set out three overarching priorities to guide Council outcomes to Enable What Matters – these are Going for Growth, Future Fit HDC and Financial Discipline. The proposed changes to the Infrastructure Funding and Financing Act 2020 would help to achieve these three priorities.

With the anticipated growth in both residential and business activities within the Horowhenua District, as well as the existing drivers of growth, we are planning for an increase in people both living and working in the district. This will need to be supported by timely and efficient growth in infrastructure. Access to funding for that infrastructure will be critical. For this reason, Horowhenua District Council supports the Infrastructure Funding and Financing Amendment Bill in general, and the following specific aspects of the Bill, for the reasons stated.

Aspect of the Infrastructure Funding and Financing Amendment Bill that are supported	Reasons for support
<p>Clause 4 Amendment to Section 3 to remove clauses 1(a) and (b)</p> <p>Clause 6 amendment to Section 8 to broaden the scope of the Act – thereby allowing developer-led use of the IFF Act and enables it to be used for transport projects delivered by the New Zealand Transport Agency or KiwiRail, or for water infrastructure investments delivered by new water organisations established under the Local Government (Water Services) Act 2025, as well as Community infrastructure projects not owned or controlled by a council or other government entity.</p>	<p>Broadening the scope of the current Infrastructure Funding and Financing Act 2020 would mean that a wider range of infrastructure projects would be eligible to access the funding and finance under this Act.</p> <p>As development in Tara-Ika is starting to occur, this would be a useful tool to enable to access funding to provide additional capacity and the required infrastructure to provide for growth within the and therefore provide for subsequent stages, and it would also likely be useful to the first movers in the Plan Change 6A (Levin North West 1) growth area if that Plan Change is granted.</p> <p>We can see that one benefit of the IFF levies is that the cost of development is usually spread over a number of years (up to 50) , and is paid by the property owner who is directly benefitting from access to the infrastructure, as opposed to a development levy which is usually paid upfront by the developer (and passed on through the land price). This should have a positive impact on housing affordability, by decreasing upfront costs, but will present an extra administrative burden and costs for Council, and an ongoing cost for those homeowners.</p>
<p>Clause 30 - Allowing for one-off levies on a whole levy for a parcel of land and one-off</p>	<p>This could have a positive effect on development in our district as allowing for</p>

levies on a portion of levy liability, in the occurrence of a specified event such as the issue of title or the sale of a parcel of land.	deferral of a levy payment could remove some of the financial barriers to development and allow payment at the time that the purchase amount is available to the developer.
<p>Clause 58 - Increased ability for an SPV to recover funds -</p> <p>Introducing an accelerated recovery regime which allows an SPV to recover funding it made available for an infrastructure in the event that a development fails and to seek to recover funds when a levy remains unpaid for four months or more.</p>	This is considered to be a positive step, as it will increase the chances of SPVs being able to recover their money in these situations, rather than the SPV being subject to significant financial risk.
Clauses 11 to 18 which would remove additional layers of approval and Ministerial consultation, streamlining the approval process.	In general, the streamlining measures would be positive and would result in a faster and more efficient process.
New Part 3A – provides for agreements between an SPV and a Responsible Levy Agency that is a Water organisation.	This step reflects the new infrastructure arrangements that will come with Local Waters Done Well and will reflect Infrastructure ownership and responsibility going forward.

Our main concern is with only Territorial Authorities and Water Organisations being the only Responsible Levy Agencies under Section 9A (Clause 7) – with the extension of parties able to access IFFA funding to include other crown entities and even developers, it appears that if a Council is designated as a Responsible Levy Agency they will be responsible for collecting, remitting and doing debt collection of levies on behalf of other entities. If this is the case, we expect that Council will be able to recover their costs for undertaking collection of levies on behalf of other entities from those that pay the levy, rather than this cost being borne by ratepayers.

In summary, Horowhenua District Council generally supports the proposed provisions of the Infrastructure Funding and Financing Amendment Bill as it will support the growth that we are prioritising for in our District.

Thank you for the opportunity to make this submission. We would be happy to speak to our submission if this would assist in understanding.

Yours sincerely,



Bernie Wanden, JP
District Mayor



4 February 2026

Department of Internal Affairs
Wellington

Rates Capping Consultation
Via ratescapping@dia.govt.nz

Horowhenua District Council submission on Rates Capping Model

Horowhenua District Council (Council) thanks the Department of Internal Affairs (DIA) for the opportunity to comment on the proposed rates capping model. In considering the Rates Capping proposal Council supports the submissions by Taituarā and LGNZ. In addition, we want to bring to your attention a number of matters specific to our district and Council.

Council supports and shares the Government's desire to increase affordability for our communities and to provide greater certainty about rates increases. The Government's strategic focus aligns with Council's own strategic direction as set out in our Financial Strategy in 2021, reconfirmed in the Long Term Plan Amendment, then the Long Term Plan 2024-2044.

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

- Ensuring affordable rates for the community in the long term
- Minimising Council's debt so that we have room to invest in the community in the future and allow room for unforeseen events
- Making the best use of capital spending.

At a higher level, Council set three priorities for this term:

- Going for Growth
- Future Fit HDC
- Financial Discipline

All are directly relevant for considering the proposed Rates Capping model.

Council supports the four principles underpinning the proposed model, that it is: Independent, transparent, cost-reflective and localised.

With the alignment of the Government and Council's intent to improve the situation for our ratepayers and residents and support for the principles of this model, in the sections below, we have provided examples of how the proposed model would impact our Council. This is done with the intent of avoiding unintended consequences. We make a number of recommendations to provide practical additions to help ensure the success of the introduction of a rates capping model.

Principles

Council supports the principles that underpin the rates capping model:

- Independent - Determined by an independent authority
- Transparent - Simple for councils and their communities to understand
- Cost-reflective - Accurately reflect cost changes for councils
- Localised - Considers differences between councils across the country

Rates Cap band, formula, and economic indicators

Council raises the following matters to further increase the cost-effectiveness and the transparency of this model to ensure it is simple for councils and their communities to understand, and that the model accurately reflect cost changes for councils.

Rates cap

Council understands that additional clarity has been provided since the consultation opened, that the 'price component' is to apply to each and every unit rate, that is, to the dollar amount of the rate, and that there will be no provision for meeting the overall rates cap through 'overs and unders'.

- **Price Component**

Council understands that the price component of rates is to apply to each rate rather than to the overall proposed rates increase.

There will be a number of unintended consequences if *each rate* is capped at 4%.

It will have the effect of lowering the overall cap as there is an upper limit on each rate.

This approach will make it more challenging to manage as there are unders and overs for each area, and it is good to be able to average. For example, currently a proposed 5% increase in one rate could be offset by a 3% increase in another area, that is, together they average out to 4%.

A strict 4% maximum for each rate would not enable a higher increase where required to keep up with rising costs or if needed for future planning. Requiring approval from the regulator for 'overs' such as this, when there are 'unders' that would offset, would be inefficient for councils and the regulators. It could easily be labelled 'overly bureaucratic'.

It may reduce clarity and transparency of council's rating. Some councils already have a very generalised rating approach, where fewer rate types are specified. On one hand this makes it hard for ratepayers to know what they are being charged for. On the other, it is particularly blunt, whereas a more nuanced approach gives both clarity and supports a user-pays approach. For example, using Targeted Rates means these rates are targeted to those who use or benefit from particular services. If councils decided to roll those targeted rates up into the general rate (so that one rate would be the one capped), then all ratepayers would pay for all those items, whether they are urban or rural, homeowners or business owners.

This would be contrary to the direction of the model.

- **Use of CPI as lower bound**

Council does not agree with using the CPI as inflation guide for the lower bound of the rates cap. While this is relatable for ratepayers and the public, it unfortunately does not reflect the inflation local government is subject to. While Council's water infrastructure costs will soon move to Central Districts Waters, Council's 'basket of goods' will retain infrastructure such as roading and solid waste, and the inflation on those. These are included in the Local Government Cost Index which local government has used for several years to more accurately determine actual costs.

Looking at these figures it is clear that the inflation costs councils have faced are significantly higher than CPI inflation. This is not to minimise the impact of CPI inflation but to highlight that the measure we must limit ourselves to is not the one that drives our cost increases. To do this, risks financial sustainability and clarity. This difference is something we have shared with our community when explaining why Council's costs have increased at a different rate to theirs. We know there is more work to be done for this difference to be widely understood.

- **Formula**

Council understands that the formula provided in the Minister's letter is an example and that the formula is still being developed. We are pleased to hear further work is being undertaken and looking forward to further detail being released. We are aware that the example formula is not considering like and like. The Opex part of the equation is calculated on a 'per rating unit' perspective, whereas Capex is calculated on a 'per person' basis. It was not clear how 'quality of infrastructure' has been defined.

Recommendations: Council looks forward to receiving further detail about how the rates cap will be calculated, including the growth component, and overall formula.

Council strongly recommends that an 'overs and unders' approach be used for the rates cap to contribute to transparency for ratepayers, financial sustainability of councils' finances, and to avoid creating unnecessary strain on the regulators capacity.

Council recommends that the decision to use the CPI as the lower bound of the model is revisited to ensure that councils can meet the actual inflation costs they face and supporting the Cost-reflective principle underpinning the model. The Local Government Cost Index (LGCI) has been used for several years in local government and could be a relevant option.

Council further recommends that public communications about the model and inflation show the public the differences between the CPI and local government 'basket of goods'.

We would be happy to work with you on these matters.

Impact on depreciation and financial sustainability

While our Council is currently on track to have our depreciation fully funded by 2027, the proposed approach and cap mean councils are unlikely to be able to fund depreciation in future years. We note that this will also be monitored through the balanced benchmark measure, but the risk is that the limit re-creates conditions for the non- or under-funding of depreciation, a situation sought to be avoided by introducing a rates capping model.

There is a further risk that to 'recoup' or ensure the council gains sufficient revenue, that this could result in significant increases in fees and charges and unusual changes in those to meet compliance, which will cause challenges for lower income families in our communities.

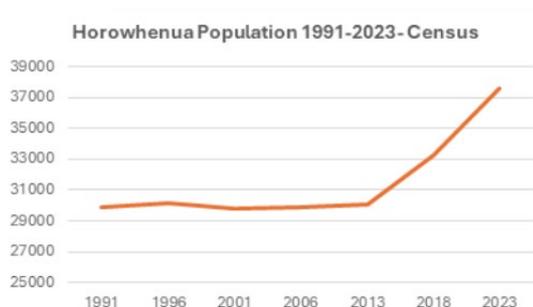
It could also require significant changes in service levels.

Recommendation: Council recommends that further work on the rates cap model ensures that councils will be able to fund depreciation and meet the requirements of the cap, for example by excluding depreciation from the cap. Provision for depreciation differs from a rate with a 'price component' and so a differentiated approach would be justified. Guidance could be provided to councils. We would like to work with you to develop this.

Growth

Council seeks clarity on the exception for councils going through their high growth period. At this time, we cannot determine this has been included and so whether is adequate for high growth council's infrastructure planning and building.

Horowhenua's population has seen significant growth since 2013, reaching 38,200 residents in 2023. This marks a significant increase, seeing our population growing by 7,000 in just 10 years - particularly significant having come off a period of almost no growth from 1991-2013. The housing market has also kept pace with this population boom with 1,329 new homes built in recent years, averaging 265 new houses per year.



This continued strong growth is underpinned by the Census figures released in 2023 showing that Horowhenua is the 10th fastest-growing district in New Zealand, outpacing many larger areas in both the Horizons and Greater Wellington regions. Figures show that while cities like Lower Hutt and Porirua have grown over the last five years, Horowhenua has seen the largest increase in population across the two regions.

Council needs to be able to plan for this continued high growth appropriately, so it is vital for us the rates cap model account for this. Further we strongly argue that it will not be adequate to use a 'regional' level population forecast to enable us to delivery for our community or for this part of a 'reorganised' area in future. Each council needs to be able to incorporate their own growth figure to be realistic, as is provided for with the cost-reflective principle underpinning the model.

Recommendation: That further detail is developed and shared to:

- Enable Council (and our community) to determine whether Council's high-growth would be sufficiently catered for, and sufficiently in advance to fund and build infrastructure to support that growth, and
- The impact the rates target will have on councils' ability provide for urban growth?

We would like to work with you to develop this.

Variations

Council understands that further work is being done on the variations and looks forward to seeing that material so it is clear the circumstances in which a variation would be available.

Council supports a variation being available for extreme circumstances eg natural disaster, global financial crisis or as determined by Ministers. We appreciate that councils will not need to justify the variation as the need would be clear. It is reasonable that councils show how they'll return to the target over an agreed timeframe.

We offer an improvement to support the practical application of this. As natural disasters are unpredictable, they do not occur neatly in line with Long Term Planning processes. When they occur, they need councils to respond immediately, and this may mean bringing funding forward from outyears, to use in the current year. Councils need to be able to make decisions in that immediate term with the certainty those changes will be acceptable to the regulator when the Long Term Plan is developed. Council recommends such provision is made.

Council is aware a second variation is being discussed that would see a more general power for some unforeseen and unplanned project (e.g. a large infrastructure project). That would require approval by

the regulator before LTP consultation starts. In addition to information about the need, and plan for returning to the cap, councils would have to demonstrate compliance with the cap.

- **Regulatory Relief**

Where a council seeks permission from the regulator to exceed the rating cap, does this mean that the Audit requirement would be waived as evidence of the need to exceed the cap, the plan to return to the cap limits, and based on a performance record. Currently a draft LTP must be audited prior to consultation. Requiring both the regulator and auditor to approve the material ahead of consultation appears to be a duplication of effort. To do both would also shorten the time available to Council to develop the robust proposals needed and early engagement we usually do with our communities.

Recommendations: Council recommends that provision is made for a 'natural disaster variation' to ensure councils have certainty that if they need to bring funding forward from outyears, to use in the current year to respond to the natural disaster, that this will be approved by the regulator.

Council recommends that regulatory relief by removing the pre-consultation audit requirement where a council seeks approval from the regulator to exceed the rates cap limit for a particular local purpose eg local infrastructure project. This would retain scrutiny of the workings and need but reduce a regulatory duplication and lower the audit cost for ratepayers.

Increased use of user pays approach

Council is concerned by the direction towards increasing reliance on user charges set out in the Council Paper. Doing this would reduce or possibly outweigh savings for some members of community sought by rates capping model and is likely to put significant pressure on lower income households.

Unfunded mandates

Council appreciates the attention given to unfunded mandates in the Cabinet Paper. The issues are well summarised in the following paragraph:

"Central government agencies often rely on local government to deliver or co-fund programmes that are unbudgeted. [...] the assumption is that councils will fund these programmes and responsibilities from rates. If under the rates target, central government agencies continue to rely on local government to deliver programmes or take on additional responsibilities, councils could be confused as to what activities they are meant to undertake and how to pay for them. It could also shift the cost burden to central government for existing programmes and responsibilities if councils cannot fund them within the rates target."

Council notes the concerns raised by a number of agencies about the impact of the rates cap on unfunded mandates and provision of services:

- **Infrastructure Commission:** Concerned that the delivery of central government priorities and local authority maintenance, renewal and growth demands will be constrained.
- **Ministry for Regulation:** More clarity needed around the role and requirements of the regulator, and in what cases they could allow exemptions. Questions the role of the band when the electorate wants and permits more spending.
- **Ministry of Transport:** The design of the band could have significant effects on potential underinvestment in roads and public transport, affecting safety, productivity and resilience of the transport network. Need to see more data on ensuring that household costs will be reduced and more stability of local government costs will be achieved.
- **Ministry for Housing and Urban Development:** Concern that rates band will have negative impact on how councils provide for urban growth. Becomes riskier for councils to free up land for development and invest in infrastructure without rates as cost-recovery option
- **MBIE (Tourism & Hospitality):** Concerns regarding delivering the Government's targets in the Tourism Growth Roadmap. Reduced investment in tourism initiatives and no recognition of active nature of councils enabling growth.

Given the attention being given to the implication of unfunded mandates on the rates cap, it is very concerning to see that while this is being consulted on the government is also consulting on the Planning Bill and Natural Environment Bill which proposes regulatory relief to first movers withing a development.

With local authorities facing affordability challenges, in addition to rates capping, there is a very real concern that councils and therefore communities will be unable to pay.

Recommendations: Council looks forward to seeing the detail provided by agencies regarding the costs of unfunded mandates and is available to work with DIA to provide further detail and confirmation as needed.

Like the Government, Council would like to avoid a reduction in services as a consequence rather than a deliberate intention of the rates cap model. Council recommends that further work be competed to reduce the reliance on increasing user charges or gaps left by these 'mandates' becoming truly 'unfunded'.

As will be included in Council's submissions on the Planning Bill and Natural Environment Bill, Council recommends that the provisions in that legislation enabling compensation for first mover developers be removed or that liability be removed from the rates cap.

Implementation

Regulatory relief

Council seeks regulatory relief from Government to reduce regulatory and compliance costs during the development and implementation of the rates capping model. For example, to reduce the requirements and costs of LTP and Annual Report Audits. This could be developed to reduce the compliance burden on councils with a solid record of performance, proven by their auditor's reports.

Transition period

For successful preparation and implementation, a longer transition time required. Council notes that councils will be required to work under rates capping model before the Government expects to balance their books.

Local Government must be local

Council strongly agrees with the localised principle as it is fundamental to 'Local' Government. We cannot emphasise this strongly enough.

We like the approach of including principles to ensure a consistent approach by councils at a higher level, and the recognition of the reality of the complexity of issues councils manage, scope of councils' roles, and impacts of historic financial and project decision-making.

It is similar to a party of MPs based throughout the country – similar role on one level, but there are differences in issues faced by city-based MPs, provincial and rural MPs. You will be aware that a one-size-fits-all approach wouldn't work and local issues must be considered.

We noted that further work is being done to consider "*Could councils apply for additional items to be exempt depending on individual circumstances?*"

However, a recurring theme in the material is the standardisation of approach to delivering services for communities. Just as that sentence is written, 'local' doesn't feature.

As stated at the beginning of our submission, Council is actively trying to reduce the costs ratepayers face, we support ensure standards are being met.

Council doesn't support the 'local' element of local government being further stripped away. We voiced our concerns about the loss of local voice throughout the consultations on Local Waters Done Well legislation, Resource Management Reform and add to that here. This proposal

There is no provision in the model for community or locally driven initiatives to be included in the cap or as grounds for an exemption. A genuinely 'localised' approach would enable that. Council strongly

recommends provision be made for a variation to the upper limit for projects or investment approved by the community.

Local issues that need consideration are:

- **Legacy issues**

It appears that remediation of legacy issues is not included within the cap and Council strongly submits that this be changed.

In the Long Term Plan 2024-2044 Council introduced a Landfill Legacy Rate to fund the provision of the Landfill including repayment of debt and funding the remediation of the Hokio landfill. The rate is assessed as a fixed charge of a uniform amount on the basis of the number of SUIPs of each rating unit within the district – that is, every property pays the same amount.

Council operated landfills for approximately 60 years, benefitting all residents. The last operational landfill was closed in Levin in October 2021. Our closed landfills require careful ongoing monitoring and maintenance, especially the Levin Landfill, which needs monitoring and maintenance for a minimum of 30 years. To cover these costs, a 'Landfill Legacy Rate' was introduced. This rate allows us to repay the existing landfill loan of \$4.7m and fund the ongoing monitoring and maintenance of our closed landfills.

We would ideally have paid for this in the past, but we haven't yet. As all residents are likely to have benefited from the landfills in some way, the cost will be evenly shared among all properties in the district with the loan being serviced over the next 20 years. It was consulted on widely and introduced in 2024. Council recommends explicit provision be made for councils to exclude legacy rates from the rates cap.

- **Future issues**

Construction of the new Ōtaki to North of Levin (Ō2NL) highway is underway, a very exciting project and opportunity for our district. Alongside that, there is a proposed revocation of State Highways 1 and 57, which could include the handover of significant bridge structures. This process may result in Council inheriting substantial liabilities, potentially placing pressure on ratepayers into the future. As this process is largely out of Council's control, it is recommended that any costs associated with it be excluded from the rates capping environment, to ensure the Council and community are not unfairly constrained in managing these obligations.

- **Longer term commitments**

Council has a number of contracts valid for 10 years or longer. When renewing these a CPI uplift would generally be included but this does not appear possible within the rates cap. This could lead to reduced Level of Service and also how Council could manage themselves out of contracts without significant financial penalties, which due to funding sources, would ultimately be costs for ratepayers.

Council recommends that commercial contracts for delivery of services be excluded from the rates cap to protect commercial operators and ensure that councils aren't at risk of using ratepayer money to pay financial penalties instead of delivering services.

- **Local infrastructure**

While water infrastructure will be the responsibility of Central Districts Waters, Council will remain responsible for other infrastructure notably roading. Council is concerned that pragmatic decisions to improve local infrastructure will not be possible.

We seek confirmation we would be able to act as we did for the required realignment of Gladstone Rd. A 1.2km section of Gladstone Rd was prone to slips, isolating the small community cut off a number of times after heavy rain. Geotechnical advice had shown further landslips there were likely and there are few options for treating the land itself to reduce the risk. Although residents had used an emergency

route into the area when the road has been closed, that was on private land and not suitable for long-term use.

After a detailed process Council purchased land and rerouted the road to the opposite side of the Omahu Stream. The new section of road included two single-lane bridges.

Council seeks confirmation that it will be possible for councils to address local infrastructure issues not considered during the Long Term Plan. That addressing unforeseen local issues like this, resulting from extreme weather would be allowed through Variation already outlined by the Government or through an additional variation option.

- **Pre-settlement iwi**

In Horowhenua we have two pre-settlement iwi and the rates cap does not enable preparation or provision for that. Council seeks confirmation that the rates cap model would not inhibit Council's ability to respond to a settlement, or disadvantage local iwi in the progress of the settlement process.

Misalignment with the principles of the model and purpose of local government

As Council has digested the detail available, what has become apparent is that the model considers the setting of rates as a with a focus on the immediate timeframe, or perhaps immediate 3-year period between LTPs being set.

It takes rate types into account but not all matters that have a rating impact.

It hasn't accounted for Council area level forecasts of growth, responsible remediation of legacy issues, the impacts of longer-term contracts for councils or providers.

It isn't consistent with the 'Localised' principle, but it could be if amendments were made to incorporate these matters.

As modelled depreciation funding is unlikely.

This isn't consistent with the Cost-reflective principle.

It focuses on the interests of the community today – their needs right now – rather than considering both their current and future needs.

This means in its current form it doesn't deliver on the Government's desire to increase the financial sustainability of councils.

It is also arguably inconsistent with the Purpose of Local Government as current in force and as proposed in the Local Government (System Improvements) Amendment Bill.

Local government Act 2002

10 Purpose of local government

(1) The purpose of local government is—

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
- (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

As proposed to be amended by the Local Government (System Improvements) Amendment Bill:

10 Purpose of local government

The purpose of local government is—

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) to meet the current and future needs of communities for good-quality, cost-effective, and local*
 - (i) infrastructure; and*
 - (ii) public services; and*
 - (iii) performance of regulatory functions; and*

(c) to support local economic growth and development by fulfilling the purpose set out in paragraph (b).

Recommendations

Council recommends explicit provision be made for councils to exclude legacy rates from the rates cap.

Council recommends that any costs associated with proposed revocation of State Highways 1 and 57 be excluded from the rates capping environment, to ensure the Council and community are not unfairly constrained in managing these obligations.

Council recommends that commercial contracts for delivery of services be excluded from the rates cap to protect commercial operators and ensure that councils aren't at risk of using ratepayer money to pay financial penalties instead of delivering services.

Council seeks confirmation that an exemption from the rates cap would be allowed to address local infrastructure issues resulting from extreme weather either through the variation already outlined by the Government or through an additional variation.

Council seeks confirmation that the rates cap model would not inhibit Council's ability to respond to a settlement, or disadvantage local iwi in the progress of the Treaty settlement process.

Council recommends that further work be done to consider how the model can more clearly fulfil the principles underpinning it, and to ensure that the 'current and future' needs of communities are factored in.

Setting rates is more complex than it appears. Councils haven't been being difficult when we've been saying it's not as easy as reducing running costs. We want to lower the costs for our communities while providing services they rely on and provide for their needs now and in the future. As we have sought to show, there are several dimensions to that.

That said, we don't believe the status quo is an option - the system doesn't work at the moment either. We would be very happy to work with you on this to help ensure that reforms made are successful and so do deliver what we all seek: Providing predictability and being more affordable for our communities. We have provided practical recommendations to avoid seeing any unintended consequences result from the introduction of the rates capping model.

Council would like to be involved in the further development and assist with testing of the model.

In closing, we also seek to operate in a more predictable environment. Council acknowledges

Government's desire to improve a wide range of matters related to local government through the ranges of reforms currently underway. We call on the Government to provide the integrated view of the reform programme, including overall vision, sequencing, operational impacts and overall timeline. This would mean we are less likely to do work, then have to undo it – at possible cost to ratepayers – but also to contribute further with practical solutions so that local government does work better, and we all deliver for our communities.

Our recommendations are listed next page.

Yours sincerely,



Bernie Wanden, JP
Mayor



Monique Davidson
Chief Executive

Horowhenua District Council Recommendations: Rates Capping Model Formula

Council looks forward to receiving further detail about how the rates cap will be calculated, including the growth component, and overall formula.

Council strongly recommends that an 'overs and unders' approach be used for the rates cap to contribute to transparency for ratepayers, financial sustainability of councils' finances, and to avoid creating unnecessary strain on the regulators capacity.

Council recommends that the decision to use the CPI as the lower bound of the model is revisited to ensure that councils can meet the actual inflation costs they face and supporting the Cost-reflective principle underpinning the model. The Local Government Cost Index (LGCI) has been used for several years in local government and could be a relevant option.

Council further recommends that public communications about the model and inflation show the public the differences between the CPI and local government 'basket of goods'.

Depreciation

Council recommends that further work on the rates cap model ensure that councils will be able to fund depreciation and meet the requirements of the cap, for example by excluding depreciation from the cap. Provision for depreciation differs from a rate with a 'price component' and so a differentiated approach would be justified. Guidance could be provided to councils. We would like to work with you to develop this.

Growth factor

That further detail is developed and shared to:

- Enable Council (and our community) to determine whether Council's high-growth would be sufficiently catered for, and sufficiently in advance to fund and build infrastructure to support that growth, and
- The impact the rates target will have on councils' ability provide for urban growth?

Variations

- Council recommends that provision is made for a 'natural disaster variation' to ensure councils have certainty that if they need to bring funding forward from outyears, to use in the current year to respond to the natural disaster, that this will be approved by the regulator.
- Council recommends that regulatory relief by removing the pre-consultation audit requirement where a council seeks approval from the regulator to exceed the rates cap limit for a particular local purpose eg local infrastructure project. This would retain scrutiny of the workings and need but reduce a regulatory duplication and lower the audit cost for ratepayers.

Unfunded mandates

Council looks forward to seeing the detail provided by agencies regarding the costs of unfunded mandates and is available to work with DIA to provide further detail and confirmation as needed.

Reduce reliance on user charges

Council recommends that further work be completed to reduce the reliance on increasing user charges or gaps left by these 'mandates' becoming truly 'unfunded'.

As will be included in Council's submissions on the Planning Bill and Natural Environment Bill, Council recommends that the provisions in that legislation enabling compensation for first mover developers be removed or that liability be removed from the rates cap.

Local issues

Council recommends explicit provision be made for councils to exclude legacy rates from the rates cap.

Council recommends that any costs associated with proposed revocation of State Highways 1 and 57 be excluded from the rates capping environment, to ensure the Council and community are not unfairly constrained in managing these obligations.

Council recommends that commercial contracts for delivery of services be excluded from the rates cap to protect commercial operators and ensure that councils aren't at risk of using ratepayer money to pay financial penalties instead of delivering services.

Council seeks confirmation that an exemption from the rates cap would be allowed to address local infrastructure issues resulting from extreme weather either through the variation already outlined by the Government or through an additional variation.

Council seeks confirmation that the rates cap model would not inhibit Council's ability to respond to a settlement, or disadvantage local iwi in the progress of the Treaty settlement process.

Alignment with principles and purpose of local government

Council recommends that further work be done to consider how the model can more clearly fulfil the principles underpinning it, and to ensure that the 'current and future' needs of communities are factored in.

We would be happy to work with you on these matters.

END



19 February 2026`

Department of Internal Affairs
Wellington

Via website: [Simplifying Local Government - Department of Internal Affairs - Citizen Space](#)

Horowhenua District Council submission on Simplifying Local Government proposal

Horowhenua District Council (Council) thanks the Department of Internal Affairs (DIA) for the opportunity to submit on the Simplifying Local Government proposal.

Council supports the submissions by the Horizons Mayors and Chief Executives, LGNZ, Taituarā and recommends incorporating the feedback from these bodies into the proposal. Council's responses to the questions below are in addition to those submissions.

1. Do you agree there is a need to simplify local government?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

2. What do you think of the proposed approach overall?

Council agrees that local government can be simplified to benefit communities and the delivery of services. However, to best shape this, we would like to understand the Government's vision for local government over the next 5-10 years.

As we are in the busy consultation period on a number of key pieces of the Government's reforms, understanding how all the pieces fit together would provide clarity about how all the changes are intended to work together. By having a shared understanding of the goal, Council and our community can see most effectively and efficiently make sure matters affecting our area are raised to be taken into account during these processes.

Like all who are working on these reforms we want to avoid seeing work done, then undone because a piece of the picture was not considered at the right time. We don't want our district to be worse off because of unintended consequences of the workings of the reform package as a whole.

We appreciate that the process is complex and must have taken a lot of planning. As we have in earlier submissions across the reforms, Council asks the Government to provide the integrated view of the reform programme, including overall vision, sequencing, operational impacts and overall timeline.

We would like to work closely with DIA and the Government to ensure that the changes made are successful. In that light we appreciate the opportunity to contribute here, and strongly

recommend that there is greater collaboration between local and central government in the progression of this work.

This approach is most likely to deliver the best results for ratepayers and taxpayers, reducing costs and duplication of work, while working together to develop a system that is simpler, stronger and sustainable.

Council supports the principles for reform as set out in the Horizons Mayors and Chief Executives submission (below), you'll see these represented in Council's responses to further questions below.

Principles for Reform:

- **Collaboration over Consolidation:** Encourage partnerships and shared capability where it makes sense, rather than defaulting to structural amalgamation.
- **Better off Principle**
Where reforms are undertaken incurring amalgamation communities must identify material benefits arising from any new service delivery models.
- **Flexibility and Local Adaptation:** Solutions should reflect the diversity of communities and landscapes across the Horizons region.
- **Transparency and Engagement:** Any changes must be developed with clear communication and genuine community involvement.
- **Enduring Design:** Build a system that is future-fit, not a short-term fix.
- **Matching Scale to Function:** Delivery at the right scale is crucial to the efficient performance of the system. What makes sense to deliver services at scale (nationally, cross regionally and regionally).
- **Not a One Size Model:** Reorganisation needs to enable flexibility in system design to meet the differing needs of differing regions and its communities.
- **Clarity of Impact:** Reorganisation models need to be rigorously in an operational delivery context. Success of future models will be determined by the effort take to understand and provided for intended and unintended consequences of any reforms

3. Do you agree with replacing regional councillors with a Combined Territories Board (CTB)?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

What do you like or dislike about the proposal to replace regional councillors with a CTB?

While supporting simplification of local government, to answer these questions Council first needs to understand the role the Government sees local government having in 5-10 years. That function of local government will determine the best form for local government.

That said, establishing CTBs led by the regions' Mayors has a number of potential positives. There's an opportunity for the district and regional council services working in our district to work closer together. Mayors already lead communities and have a view across issues important to their communities. Councils across the region at both Elected member and officer levels, also

already work together on emergency management, public transport, and climate change and on day-to-day issues that include elements of both regional and district councils.

While noting the concerns above, this approach would build on that success.

Recommendation: That the Government tell the sector and communities what they expect councils' role to be in 5-10 years, providing that clarity to enable councils and communities to ensure that matters affecting their areas are best taken into account in each part of this process.

4. What level of Crown participation in regional decision-making do you prefer?

- None – only mayors on the CTB
- Crown Commissioner on CTB (non-voting)
- Crown Commissioner on CTB (with veto power)
- Crown Commissioner on CTB (with majority vote)
- Crown Commissioners instead of a CTB

At this time Council prefers that there be either no Crown Commissioner on the Board or one with non-voting powers only.

The role is not yet defined, meaning it is not clear what expertise would be brought to the table or what capacity the country has to provide that for each of the 11 Regional Councils. We seek further detail about this before a position can be given on this question.

Recommendation: That further detail about the Commissioner/s role is required to inform a position on this.

5. Do you agree that mayors on the CTB should have a proportional vote adjusted for effective representation?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6. What do you like or dislike about the voting proposal for the CTB?

Council supports a proportional vote adjusted for effective representation as it is essential that each district within the regional council area have voting representation around the Council table, and recommends it proceeds.

7. What do you think about the ways that communities crossing regional boundaries could be represented?

Regarding representation on CTBs for councils that cross regional boundaries, Council recommends taking the advice of those councils and communities concerned.

8. Do you support the proposal to require CTBs to develop regional reorganisation plans?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

9. What do you think about the criteria proposed for assessing regional reorganisation plans?

Again, there is a need to understand what the Government sees the role of local government being in 5-10 years.

This is critical for the development of reorganisation plans.

On the face of it, Council supports the proposed criteria, but supports LGNZ's submission that the current assessment criteria the Local Government Commission considers in a reorganisation investigation (clause 10, Schedule 3 of the Local Government Act 2002) be included, namely:

- better fulfilment of the purpose of local government as specified in section 10, and
- productivity improvements within the affected local authorities; and
- efficiencies and cost savings; and
- assurance that any local authority established or changed has the resources necessary to enable it to effectively perform or exercise its responsibilities, duties, and powers; and
- effective responses to the opportunities, needs, and circumstances of the affected areas; and
- enhanced effectiveness, efficiency, and sustainability of local government services; and
- better support for the ability of local and regional economies to develop and prosper; and
- enhanced ability of local government to meet the changing needs of communities for governance and services into the future; and
- effective provision for any co-governance and co-management arrangements that are established by legislation (including Treaty of Waitangi claim settlement legislation) and that are between local authorities and iwi or Māori organisations.

Looking broader than just the criteria Council recommends the following improvements to the proposed

Reorganisation Plan process and proposed scope:

- Including provision to enable Plans to be developed between councils in different CTB areas. This is to enable discussions about what is best for each area, whether historically connected or between those more aligned today.
- Ensuring that the position of pre-settlement Iwi/hapu not be harmed during these processes.
- The Local Government Commission approve reorganisation plans rather than the Minister at that time.
 - The current proposal gives the Minister very broad powers to unilaterally alter regional reorganisation plans Council notes this not consistent with other proposals. For example, it exceeds the powers of the Minister under the Planning Bill and Natural Environment Bill, which give local authorities the ability to set their own terms of reference when establishing Spatial Planning Committees (SPCs), who are to be responsible for preparing Regional Spatial Plans. While the Minister will be responsible for guiding the content of RSPs through National Direction, the Minister has a limited role in the establishment of SPCs and the preparation RSPs – being only to appoint a member to the SPC and to resolve disputes between local authorities (on either the SPC terms of reference or the RSP itself), where other steps to resolve the dispute have been unsuccessful.
 - Council agrees with LGNZ's submission that it is important that decisions on local government are made as close as possible to local communities and that communities feel ownership over the final outcomes to support the democratic legitimacy of new regional governance arrangements.

- For consistent assessment of criteria, the Local Government Commission, as an independent statutory body, would be better placed to review a region's plan against criteria and making determinations, sending plans back to the region if necessary.

10. What do you think about how the proposal provides for iwi/Māori interests and Treaty arrangements?

In Horowhenua we have two pre-Settlement iwi. The proposal document refers to protecting existing arrangements but does not comment on pre-settlement iwi.

We would not support proposals that would disadvantage their position and progress through that process.

Conclusion

Council reiterates our support for simplifying local government but also our strong view that for restructuring and reorganisation of local government to be successful, without unintended oversights, that that the Government tell the sector and communities what they expect councils' role to be in 5-10 years. Providing this clarity to enable councils and communities to ensure that all relevant matters affecting their areas are raised and so being more likely to deliver real positive improvements through this process.

We would welcome the opportunity to work more closely with you on this and look forward to opportunities to do so.

Our recommendations are listed next page.

Yours sincerely,



Bernie Wanden, JP
District Mayor



Monique Davidson
Chief Executive

Horowhenua District Council Recommendations: Simplifying Local Government proposal

1. Council calls on the Government to provide the integrated view of the reform programme, including overall vision, sequencing, operational impacts and overall timeline.
2. That the Government share their vision for local government with the sector and communities, sharing what they expect councils' role to be in 5-10 years, providing that clarity to enable councils and communities to ensure that matters affecting their areas are best taken into account in each part of this process.
3. That further detail about the Commissioner/s role be provided to inform reaching a position on this.
4. That voting using a proportional vote adjusted for effective representation be progressed.
5. That amendment be made to enable Reorganisation Plans to be developed between councils in different CTB areas.
6. That the position of pre-settlement Iwi/hapu not be harmed during these processes.
7. That the Local Government Commission approve reorganisation plans rather than the Minister at that time.

File No.: 26/133

8.1 Organisation Performance Report - March 2026

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 full Organisation Performance Report for March 2026.

RECOMMENDATION NGĀ | TAUNAKITANGA

- A. That Council receive and note Report Organisation Performance Report - March 2026.

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 31 January 2026 and reporting on the Statement of Service Performance (SSPs) and Organisation Performance Measures (OPMs).
3. The report aligns with Council's Top Priorities adopted in December 2025 and remains active until 31 December 2027, 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.

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	Full Organisation Performance Report - 18 March 2026	178



Horowhenua
DISTRICT COUNCIL

Pūrongo Mahi ā-Whakahaere | Organisation Performance Report

18 March 2026



Nā te Kaiwhakahaere Matua | Chief Executive Introduction

About This Report

This full Organisation Performance Report report is prepared for every second full Council meeting and provides a comprehensive overview of the activities of each of the five 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 Top Priorities and provides updates on the status of each of the three priority areas identified by Council at its December 2025 meeting.

The reporting period for Health and Safety, Group Updates and Top Priorities: 1 January – 28 February 2026.

The financial reporting, SSPs and OPMs is the year to 31 January 2026.

Executive Summary

Community Experience and Services

During this reporting period, the Community Experience and Services Group maintained strong delivery across its programmes while responding to two significant weather events that affected parts of the district. Council teams mobilised quickly to manage storm impacts, prioritising public safety, restoring access to parks and facilities, and coordinating clean-up operations across affected areas. Temporary green waste sites were established to support residents, and the Mayoral Relief Fund provided assistance to 35 households impacted by the storms. While the events created unbudgeted response and recovery costs, they demonstrated effective coordination between Council teams, contractors and community partners, and highlighted the importance of continued work around community preparedness and resilience.

Beyond the emergency response, Council continued to support a wide range of community initiatives and services. Community Development activity included grant and funding support sessions, ongoing collaboration with community networks, and cross-sector partnerships addressing priorities such as food resilience and vulnerable housing. The Mayor's Taskforce for Jobs programme also increased activity, strengthening employer relationships and supporting rangatahi through employment preparation, training and industry connections.

Across Council's Property and Infrastructure activities, teams continued to manage assets proactively while responding to storm-related damage. Repair works were completed promptly at several sites, including Foxton Coronation Hall, while ongoing asset management and procurement activity progressed for key projects such as the Civic

Building roof renewal. Parks and Reserves teams undertook extensive storm recovery work and continue to address seasonal growth challenges across open spaces, while also progressing improvements to community amenities such as Levin Adventure Park and supporting community-led initiatives in local parks.

Community facilities remained highly utilised over the summer period, particularly during the school holidays when libraries and hubs provided safe and welcoming spaces for families and young people. A range of events and programmes supported community connection and participation, including Pop-up Eats, the Whānau Triathlon series and the Imagine summer exhibition, which attracted strong visitor numbers. Library programmes also continued to deliver positive outcomes, with the Read for Bees challenge achieving more than 200,000 pages read across the district.

Regulatory Services continued to support safe and well-managed development and community events through compliance monitoring, licensing and enforcement activity. At the same time, initiatives to strengthen customer experience progressed, including customer service training for staff and the introduction of follow-up “pulse” surveys to better understand how easy it is for residents to access Council services.

Overall, the reporting period reflects a balance between responsive operational work, particularly in relation to storm events, and continued delivery across Council’s community programmes, facilities, and services that contribute to strong, connected and resilient communities.

Community Infrastructure

Community Infrastructure activities continued to progress well during the reporting period, with most work programmes tracking on schedule for completion within the current financial year. While two significant weather events occurred in January and February, causing some road closures and minor infrastructure disruption, impacts were generally manageable and addressed quickly by Council contractors. Weather conditions across the summer created some delays to elements of the road resurfacing programme, however overall delivery remains on track.

Within the Land Transport activity, several key rehabilitation and renewal projects are underway to maintain the resilience and safety of the district’s roading network. Works include staged rehabilitation of Whirokino Road, drainage and pavement improvements on CD Farm Road, and the rehabilitation and widening of Bruce Road, supported by additional funding from NZTA due to increased wear from state highway diversion traffic. Delivery of the annual resurfacing programme is nearing completion, and the South Manakau Bridge replacement is being expedited following structural assessments that required a temporary weight restriction.

Solid Waste activity continues to focus on waste minimisation and improving waste management data across the district. Initiatives during the period included the Keep Cups pilot programme aimed at reducing disposable cup waste, as well as the awarding of waste minimisation grants to community organisations. Progress has also been made toward

introducing a revised Waste Collectors Licence to strengthen reporting and quality standards, alongside early engagement with community groups on revisions to the Levin Landfill discharge consents. Investigations are also underway into the potential establishment of a Resource Recovery Centre to divert construction and demolition waste from landfill. Work continues on remediation planning for contaminated groundwater at the Levin Landfill site, including the purchase of adjacent land to expand wetland treatment capacity and enhanced monitoring of potential environmental effects.

Across Local Waters services, the focus remains on strengthening resilience, improving asset management and maintaining reliable delivery of drinking water, wastewater and stormwater services. Business continuity planning has identified opportunities to improve backup power capability at critical sites, resulting in new generator installations planned for the Shannon water intake and Foxton Water Treatment Plant. Asset condition assessments at the Levin Wastewater Treatment Plant have also prompted a broader review of hazardous area compliance to ensure safe operating conditions for staff.

Drinking water supply continues to meet safety and quality standards across the district. The universal water metering programme is progressing well, with residential installations largely complete and investigation work continuing to finalise the next stages of implementation. At the Levin Water Treatment Plant, several upgrade projects are moving forward, including filter refurbishments, installation of a clarifier bypass and standby UV treatment, and planning for a new treated water reservoir to strengthen long-term supply resilience and support future growth.

Significant work is also underway across the wastewater network and treatment facilities. At the Levin Wastewater Treatment Plant, operational challenges with sludge dewatering equipment are being addressed while procurement progresses for major headworks upgrades. Trade waste registration activity continues to expand, supporting improved monitoring of commercial discharges. Additional infrastructure upgrades are progressing across the district, including wastewater renewals in Shannon and Mangaore, new network connections to support the Tara-Ika development, and the commissioning of the new septage facility.

Stormwater and reticulation network operations remain reliable, with response targets consistently achieved and increased emphasis placed on proactive maintenance to strengthen system resilience. Staff training and capability development continue to improve health and safety performance and technical expertise within the team. Several stormwater improvement projects are advancing through investigation and design phases to address localised flooding and improve network performance, while new monitoring infrastructure is being installed to strengthen data collection and inform future planning.

Community Vision and Delivery

The Community Vision and Delivery Group has had a particularly active start to the year, responding to a significant volume of Government reform proposals and legislative changes introduced in late 2025. Tight submission timeframes required rapid coordination across Council, including workshops with Council during January to consider the

implications of proposed reforms and provide direction on Council submissions. At the same time, the Group has continued to progress key strategic priorities including the Annual Plan, Levin Town Centre Transformation, Ō2NL and revocation matters, and the district's integrated growth planning.

A major focus during the reporting period was the development of the 2026/27 Annual Plan. Officers progressed significant preparatory work, enabling Council to consider the draft budget and ultimately decide in February to proceed with the Annual Plan process without undertaking full community consultation. Work is also underway to prepare for the 2025/26 Annual Report, with early engagement with Audit New Zealand to ensure timelines and processes are well aligned and lessons from the previous audit cycle are incorporated.

Strategic Planning has continued to support community-led planning initiatives alongside core corporate planning responsibilities. Progress has been made with both the Shannon Community Plan and the Foxton and Foxton Beach Community Plan, with local working groups meeting to refine priorities, develop project ideas and build momentum for implementation. These initiatives support community-led development and strengthen partnerships between Council and local groups.

Council has also been actively responding to national policy and legislative reform proposals. During the December to February consultation period, Council prepared and submitted feedback on several significant proposals, including the replacement legislation for the Resource Management Act, the Development Levies Bill and amendments to infrastructure funding mechanisms, proposed rates capping and a proposal aimed at simplifying local government. These submissions ensure the district's interests are represented through the consultation process.

The Communications and Engagement team has continued to support effective public communication across Council initiatives and operational activities. This included public information around Civil Defence weather events, water restrictions, the Annual Plan process, and consultation on proposed fees and charges. Engagement with Council information continues to grow, with increased use of the Antenno mobile application and higher traffic to the Council website. Work has also been undertaken to improve the accessibility and performance of Council's digital content, helping residents more easily access key information and services.

Destination Management activity has focused on supporting visitor experiences and promoting the district as an attractive destination. This included support for the Ales & Eats event, which showcased regional food and beverage producers and attracted strong community and visitor interest. Marketing activity has also transitioned from peak summer promotion to autumn shoulder-season campaigns, including the launch of a new destination travel blog newsletter to build direct engagement with potential visitors.

Economic Development work continues through the partnership with The Horowhenua Company Ltd. During this reporting period, progress has been made on the Levin Retail Transformation Strategy, including completion of a retail baseline audit, vacancy and occupancy analysis, and economic insights into retail spending and leakage. Stakeholder

engagement is now underway through surveys of Levin town centre businesses, property owners and residents, with findings to inform the development of the final strategy.

Housing and Business Group

The Housing and Business Group continues to support the delivery of the district's Housing Action Plan through a strong focus on collaboration with community partners and industry stakeholders. While conditions in the housing and construction sector have shifted over the past year, the district continues to see positive outcomes through partnership approaches and a gradual shift toward alternative housing delivery models to meet ongoing affordability needs.

Building consent activity across the district remains steady but below earlier Long Term Plan growth forecasts, reflecting the broader slowdown in the national construction cycle. While consent volumes are currently tracking below forecast, indicators suggest the district may be approaching the lower point of the cycle, with forecasts pointing to moderate growth in the coming years as economic conditions improve. Local consenting volumes have increased slightly compared with the same period last year, and anecdotal feedback from the sector indicates that some previously delayed building projects are now progressing as market confidence improves.

The Building Consenting function has continued to perform strongly, with 315 consents issued year-to-date and overall demand broadly consistent with the previous year. Processing performance remains high, with an average of 97 percent of consents being processed within statutory timeframes and a continued reduction in the overall time taken from application submission to consent approval. The average processing time has improved steadily over recent years, declining from 60 calendar days in 2022/23 to 37 days year-to-date for 2025/26. This reflects improvements not only within Council processes but also in the quality of applications submitted by the development community.

The Building Control Authority also successfully completed its biennial accreditation reassessment by International Accreditation New Zealand (IANZ). Council maintained its low-risk accreditation status, with all identified improvement items addressed and accreditation formally confirmed in January 2026. Work continues with the development community to implement changes associated with specified systems requirements following the audit.

Resource consenting activity has been slightly lower compared with the previous year, reflecting the wider slowdown in development activity. However, enquiry volumes remain high, indicating ongoing interest in future development. Processing performance has improved during the year as additional workflow monitoring and process improvements have been implemented. Recent legislative changes to the Resource Management framework will also enable Council to close out inactive or abandoned applications more effectively in the future, which is expected to improve performance measures over time.

Capability and Transformation Group

The Capability and Transformation Group has focused on strengthening Council's risk management practices and modernising core technology platforms to support a future-fit organisation.

The Group has completed a comprehensive refresh of the Risk Management Framework, redesigning it to be clearer, more intuitive and easier for all Council officers to use. The updated framework has been endorsed by the Risk and Assurance Committee and is now progressing to Council for formal adoption. This endorsement confirms alignment with best practice and provides strengthened assurance to both Council and the community.

Work is also well advanced on setting Council's risk appetite, which will define the level of risk Council is willing to accept. A risk appetite survey has been developed to gather individual and collective perspectives, followed by workshops to test scenarios, facilitate robust discussions, and establish an agreed risk appetite. This process will guide confident, consistent decision-making and focus efforts on what matters most for the community.

The new GIS platform, Horowhenua LocalMaps, is now live, replacing previous mapping systems and providing a modern, capable, and future-proof solution.

On behalf of the Council, I thank you for taking the time to read this report. Our aim is to provide transparent insight into the work we are doing across all areas of the organisation and the district. By sharing progress, challenges, and outcomes openly, we hope to strengthen community trust, demonstrate accountability, and keep residents informed about how we are delivering services and planning for the future of Horowhenua. Your engagement and feedback remain invaluable as we continue to work together to achieve a thriving, resilient, and well-managed district.



Monique Davidson
Chief Executive

Ngā Ihirangi Contents

Nā te Kaiwhakahaere Matua Chief Executive Introduction	2
Pūrongo mō te Hauora me te Haumarū Health and Safety Report	9
Ngā Whakahōutanga a te Rōpū Group Updates	10
Community Experience and Services	10
Community Infrastructure	25
Community Vision and Delivery	40
Housing and Business Development	44
Capability and Transformation	56
Ngā Whainga Matua Council Priorities	57
Pūrongo Ahumoni Whakarāpopoto Financial Summary Report	72
2025/26 Statement of Service Performance (SSPs)	79
2025/26 Organisation Performance Measures (OPMs)	107



Pūrongo mō te Hauora me te Haumaru | Health and Safety Report

In this reporting period Officers presented the Health, Safety and Wellbeing Dashboard Quarterly Report to the first Risk and Assurance Committee meeting of the new triennium and discussed contributions to improve health and safety outcomes and management of risks identified in the data presented.

Continuous improvement remains an ongoing focus to enable clearer trends to be identified and analysed, and as part of a planned and budgeted improvement programme, the organisation is currently finalising the implementation of a new health and safety system designed to better support operational needs.

The system provides a modern, fit-for-purpose platform that strengthens how health, safety and wellbeing information is captured, managed and used to support informed decision-making.

It includes four core modules Incidents, Risk Management, Audit and Contractor Management, which together provide a connected approach to managing safety across the organisation. It supports consistent reporting of incidents, improves visibility of organisational risks and strengthens oversight through connected audit and assurance processes.

The system is designed to support proactive risk management by improving how information is captured, shared and used to inform decision-making. By connecting key safety functions, it reduces duplication and creates clearer visibility of trends, actions and areas for improvement.

It also strengthens contractor management by supporting consistent safety expectations and oversight across external providers, helping ensure safety standards are applied across all work undertaken on behalf of the organisation.

Overall, the new system provides a single, central source of information. It positions the organisation to respond effectively to future change while continuing to prioritise the health, safety and wellbeing of people and the protection of assets.

Ngā Whakahōutanga a te Rōpū | Group Updates

Introduction

There are five groups within the Council:

- Community Experience and Service
- Community Infrastructure
- Community Vision and Delivery
- Housing and Business Development
- Capability and Transformation.

Each group has provided a general update in this report and in addition, relevant activity updates, for the reporting period 1 January – 28 February 2026.

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

This reporting period has seen a strong focus on supporting the community through two weather events while continuing to deliver across a wide range of services and programmes. Our teams responded quickly to storm impacts across parks, facilities and properties, and followed this up by supporting applications to the Mayoral Relief Fund which provided financial support to households affected the storm.

Alongside this response work we have continued to see strong delivery across the group. Community programmes, events and partnerships remain well supported, our facilities continue to provide safe and welcoming spaces for the community, and we are maintaining progress across key operational and capital work programmes.

Te Tautāwhi I te Hapori Community Support Activity

What we are delivering

Weather Events and Response

The district experienced two significant weather events over the reporting period which required a coordinated operational response across Council and partner agencies.

The first event occurred in late December 2025 and impacted Shannon, Tokomaru, Koputaroa and Foxton Beach. High winds resulted in widespread tree damage, power outages and disruption for many households. An Incident Management Team (IMT) was activated to coordinate the response and ensure the right teams were connected and

sharing information as the situation developed. Noting that this occurred during a period where staff were on annual leave over the shutdown.

Operationally, much of the immediate focus was on public safety and access. Parks and Property crews, alongside contractors, facilitated significant clean-up work across parks, reserves, berms and road corridors, clearing fallen trees and debris, and addressing hazards. Temporary green waste sites were established to support residents dealing with storm damage on their own properties. The response involved a significant amount of unplanned work across several teams.

Thirty-five Horowhenua households received support through the Mayoral Relief Fund which distributed \$18,164 in total, helping residents cover immediate costs such as food spoilage, essential repairs and other weather-related expenses.

As recovery progressed, officers also met with the Shannon Community Group to debrief following the event. The purpose of the meeting was to talk through what occurred, clarify roles and responsibilities during the response, and discuss how communication and coordination can continue to improve in future events. It was a constructive conversation that helped provide clarity around expectations and reinforced the importance of strong local relationships when responding to weather events of this nature.

A second weather system in February resulted in a regional pre-emptive State of Emergency being declared. While the event created uncertainty across the region and caused some disruption locally through road closures and power outages, impacts within Horowhenua were comparatively limited. Our teams maintained readiness through IMT coordination and situational monitoring to ensure we were well placed to respond if conditions worsened.

Both events created unbudgeted response and recovery costs for Council. At the time of reporting, the costs were still being finalised; however, the January event alone is currently estimated to exceed \$250,000. This reflects the scale of clean-up works, contractor support, and operational response required to restore sites and ensure public safety across the district.

While costs are still being confirmed and will be reported in the next OPR, it is anticipated that the February event will result in a further \$150,000 in storm-related costs. This represents a combined unbudgeted impact of approximately \$400,000, which will affect Council's overall financial position.

While weather events of this nature are increasingly part of the operating environment for local government, the response demonstrated the strength of coordination across Council teams, contractors and community partners. It also highlighted the importance of ongoing community preparedness. Conversations following the event reinforced that there is still work to do to support and educate the community about how emergency management arrangements operate, what people can expect from Council during an event, and the role households and neighbourhoods play in being prepared. Strengthening this shared

understanding will continue to be an important focus as part of our wider emergency management and resilience work.

The Community Development team hosted four grants and funding drop-in sessions at cultural and community centres across the district. These sessions provided an opportunity for community members to seek advice on eligibility, application requirements and support with the SmartyGrants online system.

At the Shannon session, representatives from Te Puawaitanga o Hanana Health and Wellbeing Centre connected with the team and later invited staff to visit the Hub to speak with kaimahi about Council's funding opportunities. The visit enabled discussion of potential funding pathways and ideas for the centre, while also giving officers greater insight into the services delivered through the Hub. This approach has proven effective in supporting organisations with less experience in applying for grants.

The first Community Wellbeing Committee meeting for the year was held on 25 February and chaired by newly appointed Chair, Councillor Jo Mason. The Committee received a presentation from Horowhenua NZ Trust on significant funding secured from the Social Investment Agency for Project Lift, which includes four workstreams focused on supporting young people and addressing trauma through early intervention.

The Committee also reviewed monitoring reports tracking progress against the Community Wellbeing Strategy – He Hapori Pakari, Strong Communities. Members considered the Wellbeing Dashboard, which brings together district data across indicators such as employment, housing, health and safety. Insights from the past 18 months have informed a Direction of Travel report identifying five priority areas: Safe and Connected Communities, Emergency Preparedness, Health, Employment, and Homelessness and Vulnerable Housing.

District community networks, Access and Inclusion, Older Persons, Youth Services, and Education Horowhenua have reconvened and are currently identifying their priorities for 2026.

Two cross-sector working groups continue to meet regularly: Horowhenua Mana Kai and the Vulnerable Housing Working Group. Horowhenua Mana Kai partnered with Hinemoa House and Te Kōkiri to plant a 20-tree community orchard at Hinemoa House and collaborated with the Libraries team on the Read for Bees school holiday programme. The Vulnerable Housing Working Group is hearing from social housing providers to better understand different delivery models and explore options suitable for Horowhenua.



Volunteer planting one of 20 fruit trees at Hinemoa House.

Mayor's Taskforce for Jobs

In the Mayor's Taskforce for Jobs space, activity has accelerated as the team works to meet contracted outcomes following a slower start to the year. Strengthening relationships with key employers and agencies, including the Ministry of Social Development, has been an important focus.

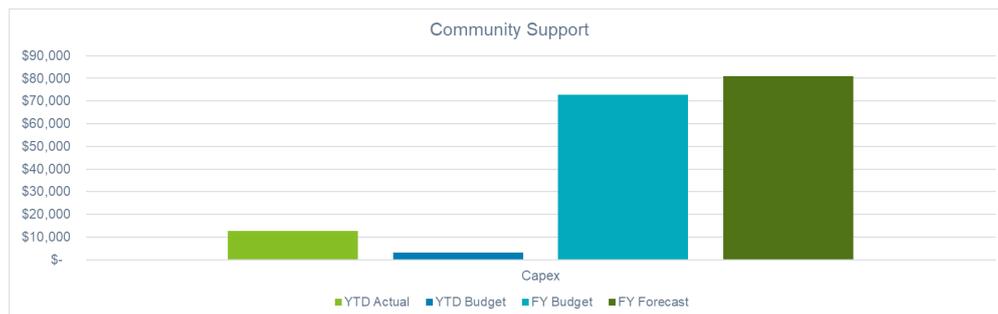
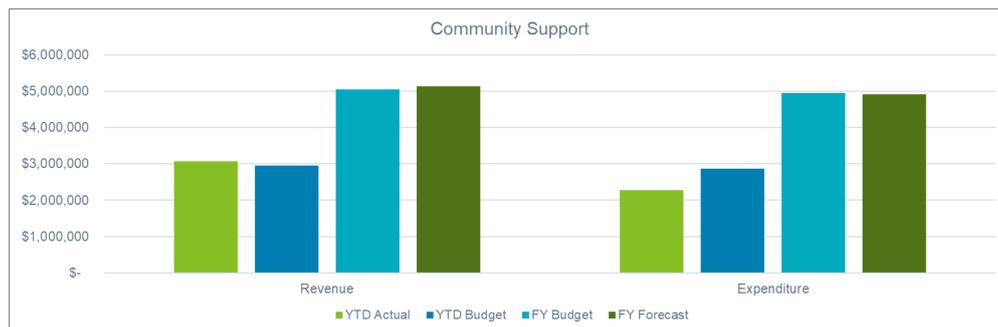


A practical session for the Traffic Management Course was held at the long-term car park.

Alongside supporting rangatahi into employment, the programme has introduced a weekly 'Mahi Caravan' session. These sessions provide practical support, motivation and skills development for young people as they prepare and apply for jobs.

Recent activities have included a presentation from Green by Nature on career pathways in the industry, and a traffic management course that enabled participants to gain entry-level certification while also connecting directly with employers currently recruiting in this sector.

Financial



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

Lower expenditure as expected from operational savings identified within the activity.

Ngā Rawa Property Activity

General Update

Storm Impact

The storm event in February required ongoing response from the Parks and Property team as we work with tenants and neighbouring properties to rectify damage. Foxton Coronation Hall, which houses MAVtech, sustained roof damage. Contractors were engaged immediately to make the site safe and ensure the MAVtech collection was weather-protected the same day. By Wednesday (18 Feb), scaffolding was in place and roof repairs were underway, minimising disruption and reducing the risk of further damage.

The MAVtech Board formally acknowledged the speed of Council's response and extended a "very big thank you" for the support provided.

In keeping with our sustainability approach, the removed roofing iron was repurposed and delivered to Heartland Farm Animal Rescue for use in their operations.

Some of our campgrounds and other properties suffered some minor damage, which contractors have supported in remedying.

Debtor Management

The Parks and Property team is working closely with the Finance team to actively monitor and manage the property debtors list. Several Council tenants are currently in arrears, and these are being addressed in line with Council's established credit control processes.

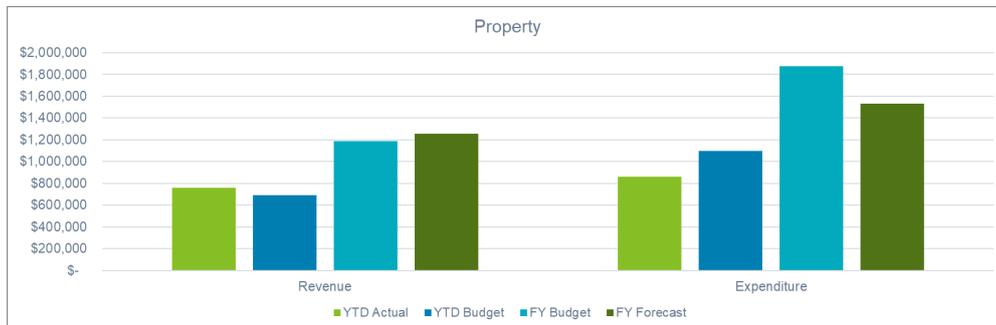
Where appropriate, tenants are contacted directly to understand circumstances and confirm payment timeframes, while maintaining a consistent and fair approach. This coordinated effort supports responsible financial stewardship of Council assets, ensures transparency, and reinforces clear expectations with tenants regarding their lease obligations.

What we are delivering

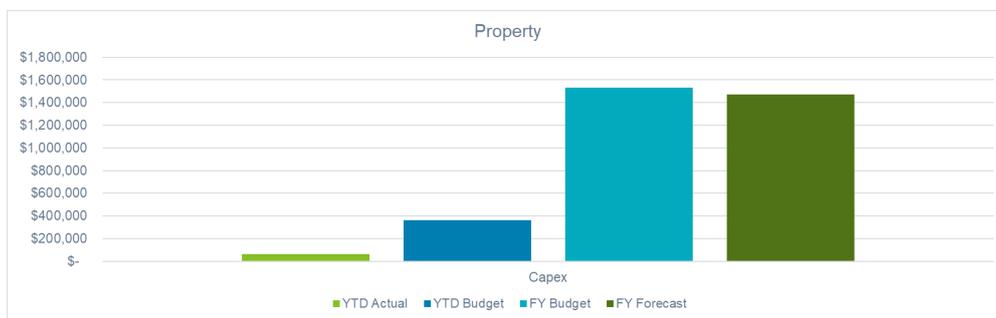
Roof Renewal Project

Procurement for the Civic Building roof renewal is underway, with the tender released to market on 10 February 2026 for a four-week period. The works focus on addressing known weathertightness issues, including renewal of the bitumen roofing membrane, flashings, and associated remediation, to protect the integrity of this significant Council asset and prevent further deterioration. Progressing procurement at this time supports delivery ahead of the wetter winter months and aligns with Council's Future Fit priority by taking a proactive approach to asset stewardship and whole-of-life cost efficiency while Council considers the timing of related HVAC renewal works.

Financial



Savings identified in professional services costs for Property Disposal Programme.



Capital spend YTD is below budget but is forecasted to ramp up in the coming months.

Tūāhanga Hapori Community Infrastructure Activity

General Update

Community partnerships

Council continues to work alongside community groups to enhance local spaces. At Donnelly Park in Levin, the Farm Track shared pathway which was developed through the dedication of volunteers, provides a valuable recreational connection through to Hōkio Beach Road. Over the reporting period, a new volunteer group undertook weed maintenance and garden work at the entrance to the track. The group intends to remove pest plants before working with Green by Nature to develop an appropriate planting scheme. This collaborative approach supports community ownership while improving amenity outcomes.

Seasonal growth challenges

The unseasonably wet summer has created increased challenges across parks and reserves, particularly with accelerated plant growth and weed proliferation. Green by

Nature is developing a targeted response plan to address sites that are currently not presenting at the desired standard, alongside strategies to maintain control as conditions move into autumn.

Storm impacts and response

Two significant storm events occurred during the reporting period, requiring a strong operational focus on response activities, particularly tree safety and site hazards.

In January, recovery works were concentrated in Shannon, including tree clearance and repairs across berms and parks and reserves. A further storm event in February caused more widespread impacts, with Foxton and Foxton Beach most affected. As a precaution, all parks and reserves were temporarily closed while safety assessments were undertaken. Crews inspected sites, cleared debris, and addressed hazards before reopening areas to the public.

To support the community response, six temporary green waste drop-off sites were established. Material collected was mulched, with residents able to take mulch for personal use.

At the time of reporting, Cousins Reserve and Target Reserve remain closed due to the extent of damage. Further inspections are underway to inform remediation planning and safe reopening.

What we are delivering

Levin Adventure Park

New fitness equipment and vibrant seating furniture have been installed, with a shade sail scheduled for installation. This follows the removal of older equipment in the previous year. In early February, Rotary volunteers painted bollards within the park with opportunities for further volunteer painting initiatives are being explored to support ongoing maintenance and community connection.

Waikawa Beach Accessway

Following Council's decision in December 2025, an easement application has been lodged with the Department of Conservation. Officers have had ongoing engagement with neighbouring property owners to address privacy considerations. As at 28 February, Council had received feedback from three people: one supportive, one requesting minor adjustments to protect the berm area, and one CRM enquiry. Monitoring photographs have been taken, and Horizons Regional Council and the Department of Conservation have been approached regarding potential collaboration on environmental monitoring.

Summer Sports

Council continues to support regional and national sporting activity through high-quality facilities.

The national Mid-Summer Blast Cricket Tournament was hosted in Levin in early January. This was the first year since installation of the new foul ball extension netting at Western Park. While a small number of balls still cleared the 13-metre extension, occurrences were significantly reduced. Several matches were also played at Levin Domain, attracting strong community interest and spectator engagement due to the visibility of the event under lights.

Levin also hosted the Central Districts Under-15 Cricket tournament. Having hosted this tournament since 2015, Council continues to work closely with Central Districts and New Zealand Cricket to ensure facilities perform to a high standard while also providing a positive experience for teams and officials. Levin's pitches remain recognised as some of the highest performing in the region, supported by proactive operational delivery and event support. The tournament ran for 4 days, with 12 teams in attendance. Horowhenua-Kāpiti have confirmed that our success in hosting this tournament has now instigated Central Districts and NZ Officials to consider our venues for further NZ Cricket tournaments in the coming years.



Baseball at Western Park



Baseball at Levin Domain



Central Districts Under-15 Cricket Tournament



*Market Gardener site on Oxford Street, Levin
planted with vegetables to highlight theme*

Financial



Capital spend YTD is below budget but is forecasted to ramp up in the coming months.

Ngā Taiwhanga ā-Rēiha Community Facilities Activity

General Update

The school holiday period is one of the busiest and most important times for our community facilities. While schools are closed over the break, our libraries and community hubs experience increased daytime use, particularly from young people and families looking for safe, welcoming places to spend time. During this period, our spaces play an important role in providing inclusive environments where people can connect, participate in programmes, access resources, and simply be present in a positive setting.

Programmes such as our summer initiatives help maintain engagement and reduce the “holiday slide”, but equally important is the availability of safe, supervised spaces that support community wellbeing over the long break.

This aligns with our ‘Future Fit’ approach, not just maintaining facilities, but actively adapting how we operate them. Recently we’re experimenting with different ways of working, including programme delivery, staffing approaches and enhanced task

monitoring. This continued approach allows us to respond to demand in real time and refine our model based on evidence and experience.

As schools return, usage patterns shift again. We take the opportunity to review what's working well, identify improvements, and embed successful approaches into our ongoing operations. Our focus remains clear though, safe, welcoming spaces that support strong and connected communities.

What we are delivering

Pop-up Eats has returned for summer, once again creating easy, welcoming spaces for communities to gather, share food, and spend time together. The first event in Manakau in February was well attended and carried the relaxed, community-focused feel the programme has become known for. This season also saw the addition of youth-led activations, with the Youth Space Team bringing "Pop Up Beatz" and the community Play Trailer along for the ride. The extra music, movement and play added energy to the atmosphere and encouraged young people to get involved, while keeping the events enjoyable for all ages. Further events were scheduled in Foxton and Shannon, continuing the programme's reach across the district.

The 'Imagine' summer exhibition wrapped up at the Māpuna Kabinet Gallery in Te Awahou Nieuwe Stroom on 20 February, following a vibrant three-month run that began in November 2025. Described as bold and playful, the exhibition celebrated creativity and attracted approximately 5,000 visitors over the summer period. A standout feature was the live paint wall, where a range of artists contributed to the evolving artwork by painting individual letters that together formed 'Imagine'. This interactive element added a dynamic, ever-changing layer to the exhibition experience. The exhibition brought together the work of around 30 artists and was complemented by a series of community workshops and holiday programme activities. These additional offerings extended the impact of the exhibition beyond the gallery walls, encouraging participation and creative engagement across the district.

The Whānau Triathlon series returned over February, bringing a three-day multi-sport event back to the district and encouraging whānau to get active together. The "Let's Move Together" triathlon featured running, cycling and swimming legs across age-appropriate categories, making it accessible and fun for tamariki and their whānau alike.

Held across Shannon and Levin, the series created a supportive and festive atmosphere, with participants supported by community-focused elements such as refreshments, goodie bags and a BBQ. The event's structure encouraged connection, participation and physical activity across ages and abilities, reinforcing a sense of community and wellbeing. By offering a social, non-competitive environment that welcomed first-timers alongside experienced participants, the Whānau Triathlon series supported broader Council objectives around promoting healthy lifestyles and fostering community engagement.



Meet Street resumed during the reporting period, with 24 people attending the first session, including two new participants. The steady attendance reflected the ongoing demand for safe and welcoming social spaces within the community. With a significant proportion of older residents experiencing social vulnerability or isolation, these regular gatherings continued to provide an important opportunity for connection, routine and belonging. Feedback and attendance patterns indicated that the programme remained a valued part of participants' weekly lives.

Capital works across Te Takeretanga o Kura-hau-pō, Te Awahou Nieuwe Stroom and Shannon Library progressed well during the reporting period, with projects continuing to be delivered on time and within budget. Recent completions included the office mezzanine lighting replacement and air conditioning system repairs at Te Takeretanga o Kura-hau-pō, along with a lighting upgrade at Shannon Library. These improvements enhanced functionality, energy efficiency and overall user experience across the facilities. Planning also advanced for further lighting upgrades within the Te Takeretanga o Kura-hau-pō main space and Te Awahou Nieuwe Stroom, alongside extensions to the surveillance camera network.

The Read for Bees summer reading challenge surpassed 200,000 pages read over the holiday period, reflecting strong community participation and enthusiasm for reading. The scale of engagement demonstrated the value of accessible, family-friendly initiatives delivered through the library network. Programmes such as Read for Bees played an important role over the long break, supporting literacy retention, encouraging positive reading habits, and fostering a shared culture of reading across tamariki, rangatahi and their whānau.

Financial



Capital projects for this activity relate to parking meters and dog pound. Capital spend has commenced in December 2025 and January 2026 and is forecasted to ramp up in the coming months.

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

Recent compliance activity reflects increasing public interest in how environmental standards are applied, monitored and enforced, reinforcing the importance of transparency, and clear and timely communication about Council's regulatory role as development and infrastructure activity increases.

Council defended an abatement notice issued for breach of the District Plan through the Environment Court process. The Court has now issued its decision, and Council's focus shifts to monitoring compliance with the conditions imposed.

Monitoring activity has continued in relation to major infrastructure projects, including Ōtaki to North Levin (Ō2NL) and the Horizons Regional Councils Arawhata Wetlands project. In relation to Ō2NL, an internal review of compliance monitoring responsibilities

has been undertaken to ensure clarity of roles as construction activity increases. Discussions are underway regarding appropriate resourcing as monitoring demand grows.

Customer & Compliance

What we are delivering

In January, Customer Service Excellence in-person workshops commenced for staff. These 45-minute sessions are facilitated by our Customer Services staff and designed to strengthen frontline service skills and promote consistent customer interactions across Council. In addition to the in-person workshops, 17 structured online training modules are now available to staff through our internal learning platform. These modules cover customer service fundamentals, use of Council's customer request system (CRM), and use of the internal knowledge base, supporting consistent processes and service delivery.

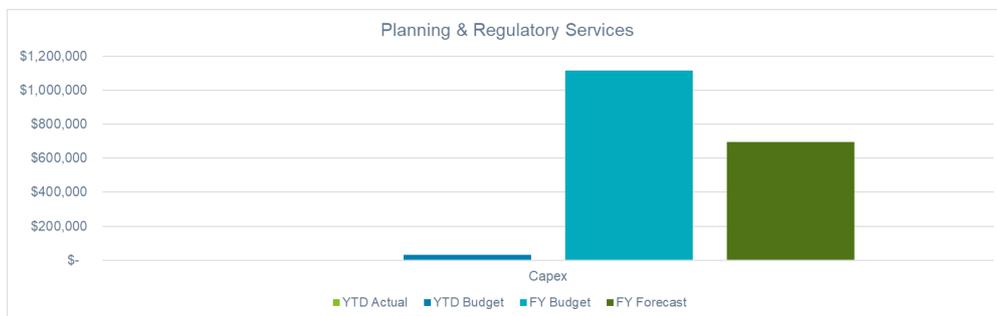
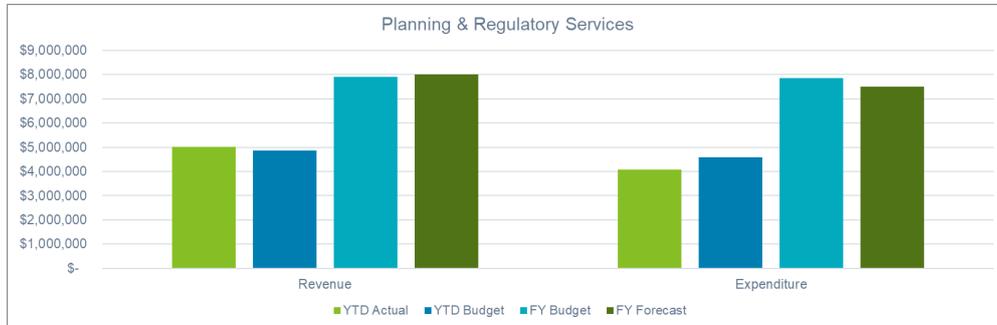
In response to the 2025 Voice of the Customer survey, which identified "Ease of Doing Business" as an area for improvement, Council has implemented short follow-up "pulse" surveys. These brief surveys are sent to customers after their service request has been completed to understand how easy they found it to get the information or service they needed. In January, 222 surveys were issued and 68 responses received. The feedback provides timely insight into customer experience and helps identify practical improvements, with results shared with relevant senior leaders. Surveys remain open for 14 days, and customers are excluded from further surveys for 90 days to manage survey fatigue.

During the reporting period, the Licensing team supported six events across the district; three Waitangi Day celebrations, the AP&I Show, the Medieval Market, and the inaugural Ales and Eats event.

Compliance Officers inspected amusement devices and issued food permits for the five free community events, primarily for fundraising stalls, to ensure food and alcohol sales were safe and suitable. Ales and Eats required additional oversight as a ticketed event involving alcohol and food licensing. This work helps reduce risk at public events and provides assurance to community that appropriate regulatory requirements are being met.

Financial

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



Capital projects for this activity relate to parking meters and dog pound. Capital spend is forecasted to start and ramp up in the remaining months of this financial year.

Tūāhanga Hapori Community Infrastructure

Land Transport

General update

All Land Transport work programmes are progressing well and are on track to be completed this financial year. During this reporting period, two severe weather events occurred, with high wind events in early January and early February. Fallen trees closed roads across the district in both events, in manageable numbers, with most closures resolved within 24 hours with exceptions where powerlines restricted Council's contractors from directly rectifying. Generally poor weather throughout the summer months has caused delays in some renewals, primarily in finishing the resurfacing programme, but overall, the weather impacts have been minor.

The Land Transport Maintenance Contract's performance dramatically improved since the last reporting period, primarily in communication, quality and most importantly productivity.

What we are delivering

Rehabilitation Programme

Whirokino Road Rehabilitation Stage 1

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

CD Farm Road Rehabilitation

A 500m section of CD Farm Road requires rehabilitation, along with associated drainage improvements. This project has started and will be completed by the end of March.

Bruce Road Rehabilitation and Widening

The full length of Bruce Road requires rehabilitation and widening; the road has deteriorated quickly over the last two years, largely in part to being used as a state highway bypass when crashes have closed State Highway 1. NZTA have approved Council's application for additional funding for this project. This project is programmed to start in late March and be completed in April.

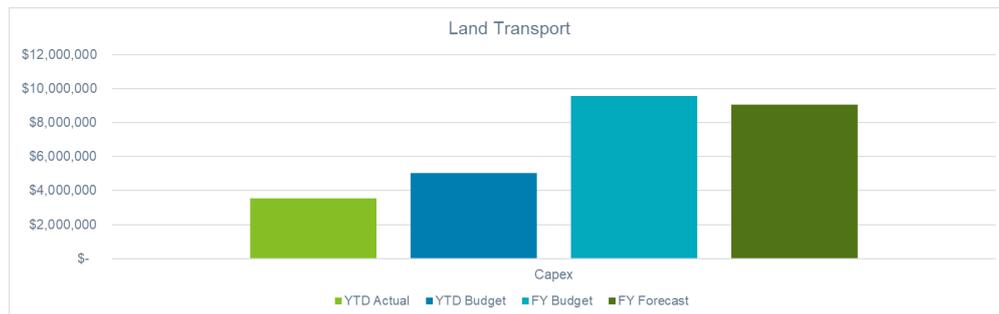
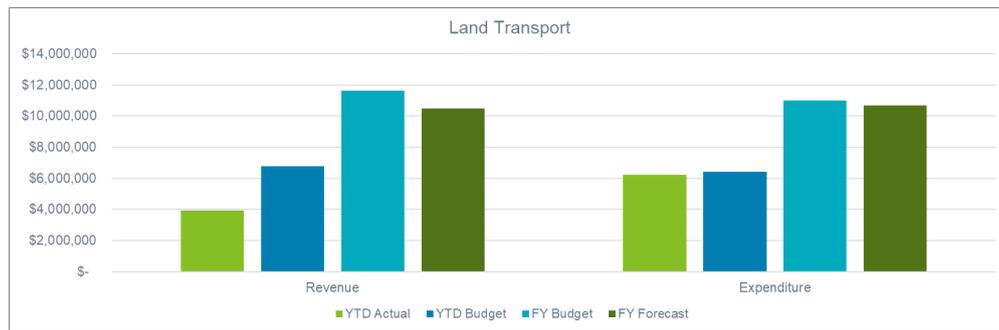
Resurfacing Programme

Delivery of the resurfacing programme is close to completion, with several outstanding sites still to be completed at the time of writing this report. Poor weather in summer and productivity gaps in late spring have delayed the programme, but overall delivery of the programme is not at risk.

South Manakau Bridge Replacement

During our detailed bridge inspection programme, completed in 2025, the South Manakau No.1 Bridge was flagged as requiring further investigation into its bearing capacity. Subsequent investigations have required a weight restriction be placed on the bridge, which has had the unfortunate impact of forcing heavy vehicles to detour through Manakau and Ōtaki residential areas. The renewal of this bridge has been selected as the most cost effective, and fastest solution to resolve this issue. The replacement of the bridge deck has been procured, using existing LTP budgets, and delivery is being expedited. The renewal is expected to be undertaken in late March / early April.

Financial



Capital spending has increased during December 2025 and January 2026 and is forecasted to ramp up in the coming months.

Solid Waste

What we are delivering

Grants

Three waste minimisation grants have been granted: Repair Cafe, Te Whare Mahana - survival blanket and Te Awahou Kai - compostable containers.

Waste Collector Licensing

In December a Waste Collectors licensing hui was held. This hui was held to discuss the revised draft Waste Collector's license. Representation was high with 15 Waste Collectors in attendance along with Council officers. Feedback has been received, amendments made, and a follow up meeting scheduled for 12 March. The license will ensure that quality and safety standards are met along with the quarterly submission of waste tonnages to landfill reported. When this information is loaded and amalgamated, Council officers will be closer to understanding what the districts' waste diversion from landfill is.



Revision of the Levin Landfill discharge consents

A draft revision of the consent conditions has been prepared. As community groups requested early involvement in the review process, the draft revisions, along with a summary document, were circulated to these groups prior to lodging the consent

application with Horizons. To support understanding of the various interrelated components of the discharge consents, a landfill site visit was also held in February.



Resource Recovery Facility (RRC) preliminary investigations

As 40-50% of the district's waste to landfill is comprised of construction and demolition waste, Council officers are investigating the feasibility of using a council site as a resource recovery facility to receive C&D and difficult waste products. Cost analysis has been undertaken to determine the required capital investment to ready a site to receive such waste. Various revenue streams have also been investigated to offset the operational costs.

Expected waste quantities have been factored into the modelling to see how the waste diversion will grow over time. The setting of appropriate fees and charges to encourage waste diversion at the RRC will be key to achieving the desired waste diversion outcomes. The RRC fees need to be at a percentage lower than the regular transfer station gate charges. If the pricing is not attractive for waste diversion, then the project will not gain the necessary momentum. Officers will update Council on the provision viability of this in April 2026.



Otaihanga Zero Waste depot

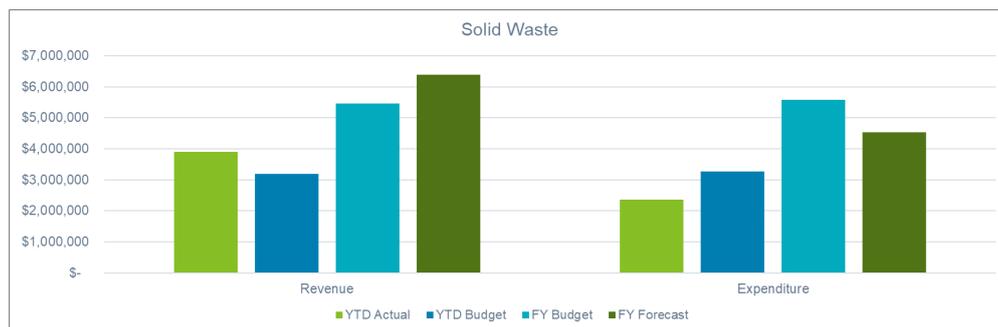
Issues and Risks

Levin Landfill contaminated ground water remediation

To assist with the remediation of the contaminated ground water at the Levin Landfill council officers received council approval to purchase the area immediately in front of the northern landfill boundary. This additional land will allow the present small wetland to be extended and provide an enhanced ecological environment for the betterment of the affected area.

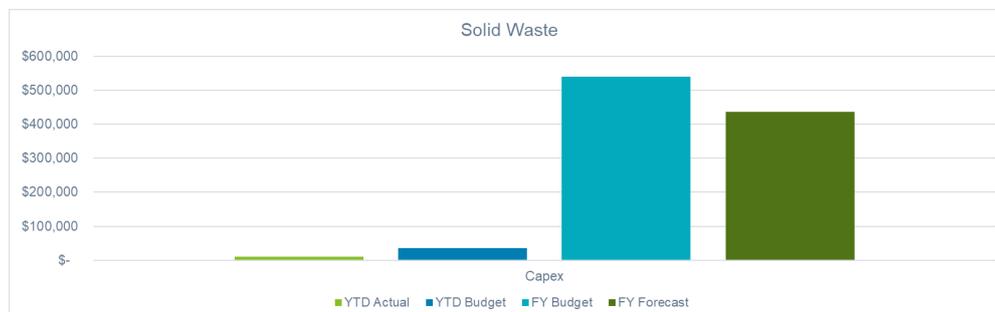
The installation of additional ground water sampling and real time Hōkio Stream surface water sampling is presently being investigated to determine if there are presently unknown peaks in the concentration levels of landfill contaminants entering the Hōkio Stream. More monitoring is required to provide a clearer picture of any effects or risk to aquatic life.

Financial



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

Identified savings in contracts continue to be realised.



Capital spending has increased slightly during December 2025 and January 2026 and is forecasted to ramp up in the coming months.

Local Waters Service Delivery

General update

Officers continue to work through implementation of a broad range of continuous improvement initiatives in the Local Waters Service activity. Examples of those are recorded through this report.

Power Resilience improvements

As we went through the Christmas and New Year period, we encountered multiple weather events. While we responded well to the events, upon review, areas were identified where we could improve response times by ensuring we have the right plant for each location in the district. Our business continuity planning identified a focus on our back up power generators and the need to align with plant and network requirements. In recent months a project has been underway to review all backup generator units and recommend any further improvements and enhancements. An outcome of the review was for two new permanent generators to be installed at the Shannon Water intake site and the Foxton Water Treatment Plant.

Hazardous Zone review Levin Wastewater Treatment plant – Health & Safety focus

A recent asset condition assessment at the Levin WWTP uncovered that Digester #2 does not have a current electrical inspection certificate or certificate of fitness (required every 4 years for areas of the site classified as a 'Hazardous Area Zone' under WorkSafe/Electrical Safety regulations). Further investigation by the Asset Management team found that several other areas of the treatment plant also needed review in terms of electrical/mechanical safety and compliance requirements. A completed review of Hazardous Areas to determine requirements/specifications for equipment has been completed with an action plan being defined ensuring the ongoing safe working environment for our operational staff.

Proactive Maintenance

There is an ongoing focus on proactive maintenance routines within our Local Waters networks and the Water & Wastewater plants. Works are scheduled and planned by the Asset Management team and delivered by our plant and field workforce. Since bringing Local Waters in house substantial progress has been made in identifying areas for improvement and ensuring our networks are in a known state. This has a positive effect on the reduction of reactive work and ensuring effective financial management in the right areas.

Drinking Water Treatment and Supply

What we are delivering

General update

The district's potable water treatment plants continue to supply safe and healthy water to the community. Summer water conservation measures were removed in late February, considerably earlier than usual. Due to the inclement weather the water demand remained lower than usual.

At Foxton Beach water demand is of particular interest as low demand periods can result in a drop in the chlorine residual which is used as an indicator of safe and healthy water. During low water demand periods we counter this by using a flushing regime. By removing the water conservation measures, we have been able to initiate the flushing schedule early.

The Foxton water tower had an inspection. The tower is an important asset as it ensures the town has water during power outages due to the height of the water reservoir within the tower ensuring the pressure in the network. Due to the need to access the top of the water tower a crane and abseiling contractors were engaged to undertake the required works. The use of an underwater drone allowed us to undertake an internal inspection of the reservoir. This is a good result as it has been some time since the Tower was last inspected. Good asset data is key to ensuring accurate lifecycle management.

Water meters

The district-wide water meter programme continues to progress. Residential meter installations, manifold maintenance and reinstatement works are largely complete, with final quality checks now underway. Ground-penetrating radar investigations in Shannon, Foxton, Foxton Beach and Tokomaru have been completed, with work continuing in Levin. Targeted physical investigations are underway at identified locations.

Planning for bulk and non-standard (commercial) meter installation is advancing, with further investigation around backflow protection to ensure compliance. The next steps for the water metering programme include completing Levin investigations, confirming costs for further physical works, and finalising the approach to bulk meter installations following direction at Council workshop in April. Currently on track for completion end July 2026 pending outcome on bulk meters.

Levin Water Treatment Plant upgrades

Filter Refurbishments

As part of the council's ongoing treatment plant renewals programme, we are progressing with the planned refurbishment of the three filters identified at the Levin water treatment plant this financial year. Procurement activities are underway, with physical works scheduled to commence in April 2026.

Clarifier bypass and UV installation

Council is progressing with the planned Clarifier bypass and stand-by UV installation works at the Levin water treatment plant this financial year. Procurement activities are underway, with physical work scheduled to commence in April 2026.

New Treated Water Reservoir

Planning has commenced to procure and construct a new treated water reservoir at the Levin Water Treatment Plant. This project will improve the resilience of the water supply and future-proof capacity for forecast growth. Site investigations and planning activities are underway, with the remainder of this financial year focused on progressing consenting and procurement approval.

Levin Water Supply/Poads Road Reservoir consent

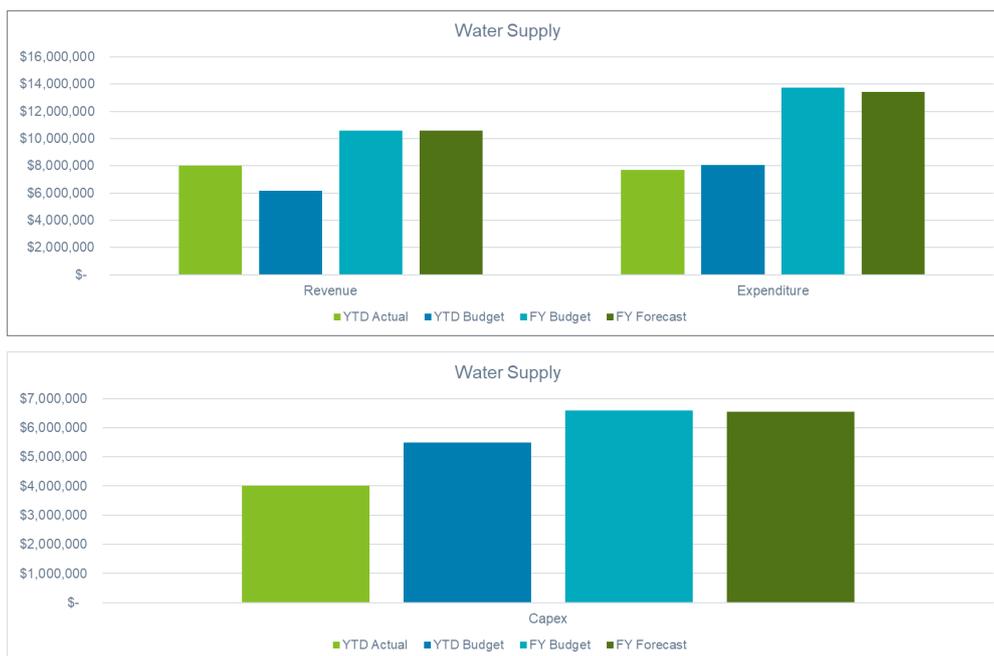
Following the pre-hearing meeting in August 2025, Council has continued to engage with submitters and iwi partners to address matters raised in submissions. After a number of extensions, Council is required to report back to the pre-hearing facilitator in April 2026. If the Consent Application proceeds to a hearing, this is likely to occur mid-late 2026.

Power Resilience – FWTP and SWTP Generators

Council has been investigating stand-by generator solutions to improve resilience and continuity of operations at critical water infrastructure sites. This includes replacing the existing fixed generator at the Foxton Water Treatment Plant and installing a new stand-by generator at the Shannon River intake. The generators have been procured, and the engagement of a contractor for installation is underway.

Financial

There is an operational overspend due to increased materials costs (chemicals and sand), some resulting from recent weather events. Additional costs have also been incurred through compliance fees, staff training, and software licensing, including additional CAD and modelling licences required for new staff members.



Capital spending has increased during December 2025 and January 2026 by approximately \$1m and is forecasted to increase close to budget in the coming months.

Wastewater Treatment and Supply

What we are delivering

Levin Wastewater Treatment Plant Upgrades

Dewatering Process – Sludge Press Operational Issues

Towards the end of 2025, the operating press (36") was reported to have stopped working. A belt press was hired to process our wastewater sludge while our rotary press was undergoing maintenance. Further issues with the hired belt press delayed its use until January 2026, however, our rotary press functioned a lot better and continued the dewatering process. The hired press is with us until the end of March 2026. Our other press (48") has not been operating for some time and Fournier, the supplier of both presses, later confirmed that this unit is old and is no longer supported. However, the motorised drive mechanism can be adjusted to fit a 36" press unit. Awaiting safety checks for hot works to remove the sleeve from the unit before ordering a new 36" to replace the old 48" press. The compounding effect of sludge buildup and a surcharge of poorly treated trade waste also caused odour issues with the primary clarifier in late February.

Trade Waste Registrations

Businesses and organisations that have registered for Trade Waste came to a total of 332 at the end of February. The target number of businesses and organisations is just over 700

so we are nearing 50% of registrations completed. The focus is on businesses who will require a trade waste consent to continue to discharge to the wastewater network.

Septage Unit

The septage unit was finally commissioned in early February. Operators and our contractors were present during the commissioning where settings in SCADA were modified to suit the requirements of our equipment and tanker operators. The registered tankers have been issued with PINs to access the unit and volumes are now correctly captured for invoicing. The first lot of invoices using data from the septage unit were issued in February.

Inlet pipe and sewer bulkmain

Stage 2 of the inlet pipe and sewer bulk main renewal is progressing in line with the programme. These works are essential to strengthen the network and support future growth.

During construction, some existing water services need to be adjusted to allow safe access and avoid future rework. Council is working through a procurement process to have these works undertaken where required; water assets will be renewed, relocated, or protected at the same time as the sewer works to minimise disruption.



A smaller final stage of works will be completed once the new headworks are finished in 2026/27. Residents, schools and businesses will continue to be informed about any road or lane closures during construction.

Headworks

Procurement progressing with a Request for Tender for the headworks upgrade released in November 2025, with submissions closing on 10 April 2026. Upgrading the headworks is a critical first step in the overall treatment plant upgrade programme, as the existing infrastructure is ageing and no longer performing reliably. Replacing it will improve the resilience and efficiency of the plant and support future growth in Levin. Due to programme changes, physical construction is now scheduled to commence in the 2026/27 financial year.

Levin WWTP – Pot Irrigation and expansion

A response is due to Horizons by 30 March on Abatement Notice related to the Pot Consent, specifically Waiwiri Enhancement Strategy, Annual Plan and Emerging Contaminants Strategy. The Waiwiri Enhancement Strategy still requires further input to develop and reach alignment with Iwi partners on Cultural Health Monitoring and focus of future improvements for the Waiwiri Stream.

Work is also progressing on reviewing past technical studies, undertaking site investigations, engagement with Iwi partners, and developing preliminary design and consenting for a proposed irrigation scheme.

Tokomaru WWTP Upgrades

Investigations are ongoing to confirm the feasibility, sizing and staging of proposed wastewater treatment upgrades at Tokomaru, including oxidation and storage ponds, soakage requirements, and supporting environmental assessments.

Subject to confirming land availability and completing technical assessments, consent is planned for late 2026, with procurement and construction scheduled for the following financial year.

Impact of Wind Event

Power was lost to our wastewater treatment plant at Waitāre Beach on 16 February, losing access to remote monitoring through SCADA. An attempt to send a trailer generator to site was impossible due to fallen trees blocking access. For safety concerns, staff were only able to access the site on foot in the afternoon when the wind eased down slightly.

The pond capacity was enough for the inflow till power was restored to site later in the afternoon. The trees were cleared off the vehicle track and access to the wastewater plant restored the following day.

A few small trees at the Pot with one blocking access to one of the sampling bores. The fallen trees were removed from access roads within the same week.



Shannon Wastewater renewals

Bryce Street Wastewater pumpstation

Shannon-Bryce Street Wastewater Renewals project is almost complete, with final works being completed for issuing of PC. Images below of the new Bryce Street pump station.



New Bryce Street pump station

Mangaore Wastewater main renewals

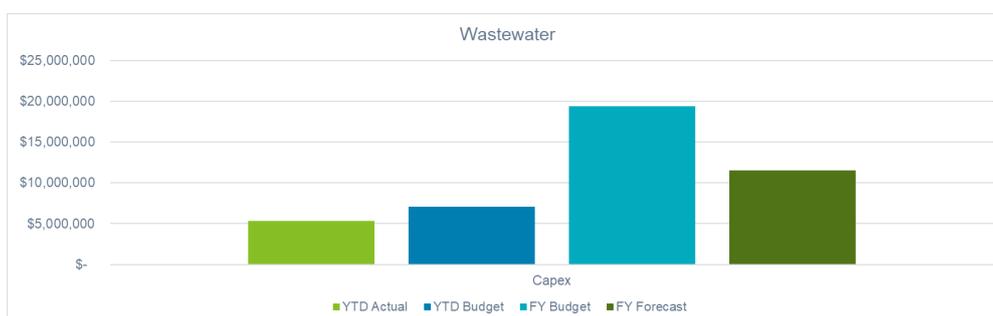
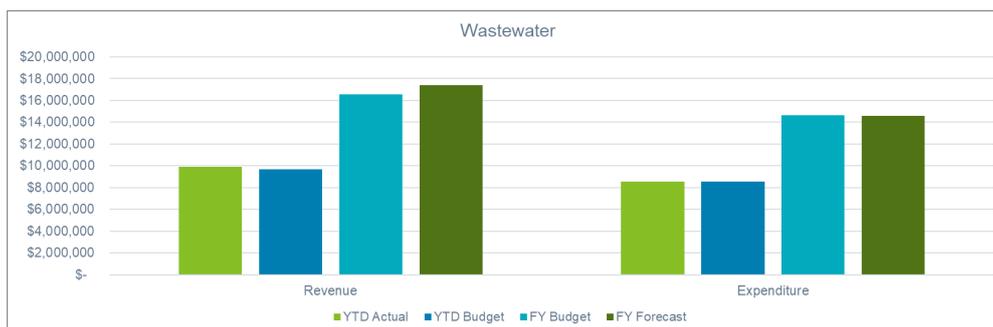
Council has progressed with procurement for the renewal of the wastewater mains in Mangaore Village, with Tatana Contractors being engaged to undertake the works. The contract has been signed with works programmed to commence in March. The project will be funded through the Districtwide Network Renewals budget.

Queen Street Wastewater connection (Tara-Ika)

Council is progressing with the construction of a new wastewater main through the Ō2NL corridor that will service the central catchment of Tara-Ika including future school site. This central catchment forms a large part of Tara-Ika development. Procurement is underway with physical works programmed to be completed by June 2026.

Financial

Operationally tracking within budget, noting that some additional costs were incurred in relation to the storm event covered separately under that work order. It is expected that in the next reporting period additional costs will be incurred related to the processing and disposal of sludge.



Stormwater and Local Waters Network

Operational Performance

Over the past three months, the team has achieved its response time targets for all reactive maintenance works, ensuring timely resolution of faults and customer service requests. Service delivery across water, wastewater and stormwater networks has remained reliable and consistent.

Proactive Maintenance Focus

The team has increased its focus on planned and preventative maintenance to improve network reliability and reduce unplanned failures. This includes ensuring fire hydrants are locatable, cleared, painted, and fully functional for emergency events. Critical valves are being regularly inspected and exercised to ensure operational readiness. The team is also undertaking routine inspections of key infrastructure such as pump stations and pressure reducing valves (PRVs) to strengthen system resilience and performance.

Health & Safety Improvements

Health and Safety continue to be a strong focus area. Staff have been enrolled in Traffic Management and Confined Space training to improve on-site safety and compliance. Two senior team members are progressing well toward their Level 4 qualifications, strengthening in-house technical capability and leadership.

Emergency Response & Resilience

The team responded effectively to the recent storm event and managed network impacts during the Christmas-New Year power outage. Through proactive coordination and

commitment, essential services were maintained and disruption to the community was minimised.

Growth Support & Capital Project Delivery

The Reticulation Team continues to support district growth through the installation of private service connections for new developments, contributing to additional revenue generation for Council. Alongside this work, the team plays an active role in delivering and supporting key capital projects, including the Universal Water Metering programme, water and wastewater pipe renewals, and growth-related infrastructure upgrades. This integrated approach ensures operational delivery aligns with strategic infrastructure investment across the district.

What we are delivering

FIF Queen Street Stormwater Intervention Device

Council has engaged Tatana Contractors to undertake the installation of the stormwater intervention device at the Queen Street Drain. The contract has been signed with works programmed to commence in April following delivery of the device. The project is being delivered with oversight from the FIF Governance Group (including Lake Trust, MTA and HDC). It forms part of the wider Levin stormwater quality improvement programme, supporting progress on the Levin Stormwater Discharge consent currently on hold with Horizons Regional Council.

Okarito-Magnolia Stormwater Connection

Council is planning to undertake construction of a new stormwater connection from Okarito Avenue to the recently installed stormwater main at the end of Magnolia Place. This work will complete the final section of stormwater infrastructure needed for the North East Levin area, helping improve how stormwater is managed and discharged. A closed tender process is underway, with construction planned to begin early April 2026.

District-wide Stormwater Improvement Projects

The Stormwater Team is currently progressing several stormwater improvement projects through the investigation and design phases. These projects are focused on addressing known flooding issues and improving network performance across the district.

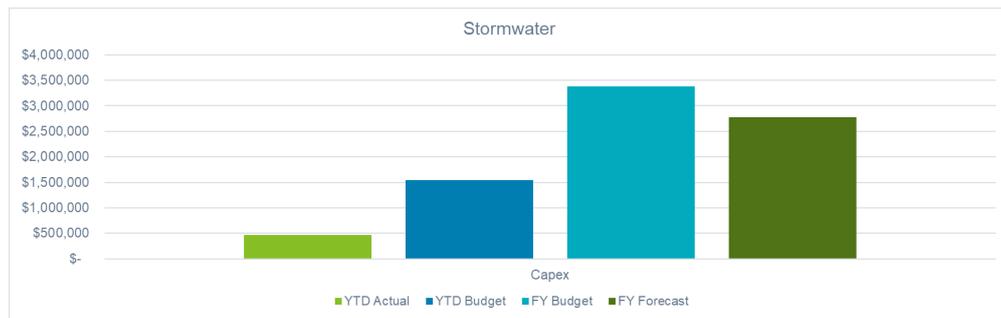
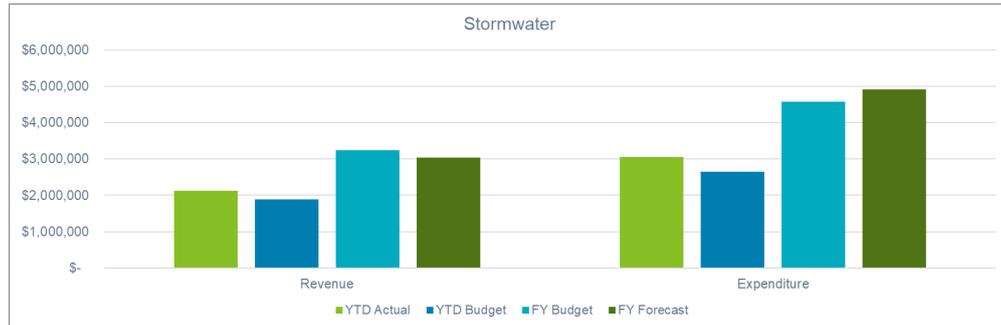
Key planned projects include resolving flooding concerns at Vincent Drive (Levin), Stansell Street (Shannon), and Waikawa Beach Road (Waikawa Beach). In addition, design work is underway for improvements to stormwater outlets at Waitārere Beach, with the aim of enhancing resilience and reducing the impact of storm events on surrounding communities.

Alongside these capital projects, the team is strengthening the district's stormwater monitoring capability. This includes the installation of additional stormwater flow meters and groundwater level monitoring stations. The data collected from this expanded

monitoring network will help inform hydraulic modelling, improve understanding of catchment behaviour, and support evidence-based design for future stormwater infrastructure upgrades.

Financial

Operationally tracking over budget due to ongoing additional network maintenance, both reactive and proactive works. Service Connection revenue is also forecast to be down due to limited requests during the December & January period.



The current YTD Capital spend for stormwater reflects construction timing. Construction for the Okarito Stormwater Connection and FIF Queen Street Stormwater Intervention Device projects is scheduled to begin next reporting period, the majority of the forecast expenditure is associated with these works.

Community Vision and Delivery

Group Update

The Group has had to hit the ground running with a significant amount of Government reform and legislation changes landing late 2025 with the timeframe to make submissions closing in February. This also required elected members to get back into things during January so that officers could workshop the different pieces of reform and provide direction on the submissions to be written.

The Annual Plan has also been a key focus with extensive work undertaken to get to the point where Council was able to make a decision in February to proceed with progressing an Annual Plan without undertaking community consultation.

Levin Town Centre Transformation, Ō2NL and Revocation, and Integrated Growth continue to be a priority for this group and the work that has progressed is covered in the Top Priorities section.

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

What we are delivering

Strategic Planning

Strategic Planning has had a busy start to the year, progressing the Annual Plan 2026/27, preparing for the Annual Report 2025/26, working with the Foxton/Foxton Beach and Shannon communities on their respective Community Plans, as well as co-ordinating and responding to Government Reforms.

- Annual Plan: Following Council's endorsement of the draft Annual Plan Budget, officers commenced drafting the full Annual Plan document. Consultation on the Resource Management Act Fees and Charges 2026/27 opened on Tuesday 17 February and closes on 17 March.
- Annual Report 2025/26: Officers have been preparing for the start of the Annual Report 2025/26, working closely with Audit NZ to ensure the timeline enables delivery, and that lessons from the Annual Report 2024/25 are incorporated into each of Council's and Audit NZ's preparation. Officers have prepared all information required for the Interim Audit starting on 9 March.
- Shannon Community Plan: Councillors Olsen and Te Raukura Ketu and the rest of the Shannon Community Plan Working Group held its first meeting for the year on 12 February. There was strong enthusiasm to build momentum, particularly around

progressing branding and activating priorities from the community plan. To keep things moving, the group met again on Thursday 26 February.

- Foxton/Foxton Beach Community Plan: Foxton Futures are working to finalise the Foxton & Foxton Beach Community Plan. At the meeting on 12 February the direction of the draft was shared, and officers are following up to ensure projects for all Priority Areas can be included in the draft Plan.
- Responding to Local Government Reforms: During the busy consultation period from December to February, Council workshopped four submissions in January, enabling submissions to be drafted and approved on:
 - The Natural Environment Bill and Planning Bill (being the proposed replacements for the Resource Management Act) and contribution to a Manawatū-Whanganui region submission.
 - Development Levies Bill and the proposed amendment to the Infrastructure Funding and Financing Act.
 - Rates Capping Proposal
 - Simplifying Local Government proposal.

Further detail is provided in the Council Priorities section below.

Communications and Engagement

During this period the Communications and Engagement team supported the rollout of a surcharge on credit and debit card payments, aligning Council with standard payment practices and helping ensure card processing costs are recovered rather than funded by ratepayers. This change is expected to recoup approximately \$55,000 per year in card fees.

The team also led public communications for Civil Defence weather events, the Annual Plan, proposed Fees and Charges consultation, water restrictions, and a range of community events. These updates were shared through multiple channels including media releases, social media, Antenna alerts and Community Connection to ensure residents had timely and accurate information during changing conditions.

Engagement with Council information continues to grow. Antenna users increased by 15.8% (from 576 to 667 users) between January and February, helping more residents receive important alerts directly to their phones. The Council website also saw increased activity with 38,214 visits during the period, a 10.2% increase on the previous period. The most visited pages were rubbish and recycling services, rates information, online maps and Council news updates, particularly during the recent weather event.

Work has also been undertaken to improve the quality and accessibility of Council's online information, including fixing broken links, improving page performance, and updating key content so residents can more easily find the information they need.

Alongside this, the team continued delivering regular communications such as Community Connection, media updates and advertising campaigns, while supporting departments across Council to communicate projects, services and community initiatives.

Destination Management

Destination Management progressed initiatives supporting the district's positioning as a vibrant and desirable place to visit, live and invest. Key activity included supporting delivery of the emerging Ales & Eats major event, which showcased regional food and beverage producers in a festival-style setting. This event was a successful recipient of funding from the Council's Major Events Fund. A post-event analysis is underway to assess outcomes and inform future event support, including opportunities to strengthen the event's impact and future growth.

We piloted a micro-influencer collaboration, delivered in partnership with Ales & Eats event organisers and local operators, to extend event reach and promote wider visitor experiences. Content shared highlighted not only the event, but also local accommodation and hospitality experiences, generating increased digital engagement and reaching new audience segments aligned with the Horowhenua visitor market.

Work has progressed from peak summer marketing activity into activation of the autumn shoulder season, with a focus on maintaining visitation momentum beyond the holiday period. This included autumn-focused storytelling and the launch of the destination's first travel blog e-newsletter to almost 300 subscribers, establishing a new direct engagement channel with visitors.

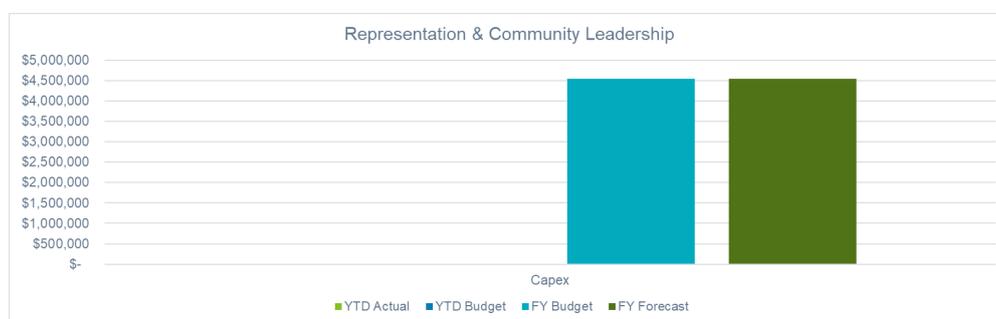
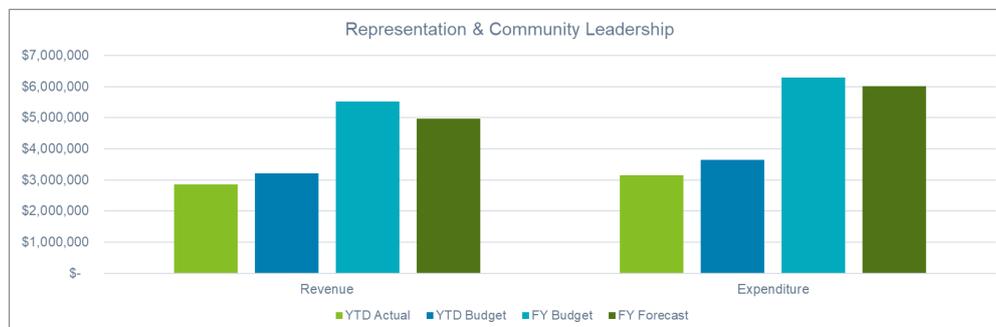
Economic Development

Key work to progress during this period from The Horowhenua Company Ltd contract has been the work leading the Levin Retail Transformation Strategy. The Retail Baseline Audit showing the vacancy and occupancy analysis and retail mix benchmarking, and the economic and market insights to understanding spend and leakage analysis have both been completed. The focus of this work has shifted to the stakeholder engagement and research phase with a survey provided to Levin Town Centre businesses, building owners and residents. The survey period closes in March, and the findings will help inform the Strategy.

On 4 February 2026, The Horowhenua Company Ltd presented to Council the first six-month report for the current contract reporting on the progress made against the contract deliverables.

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.



The Capex budget relates to the Levin Town Centre Transformation programme, with improvement initiatives for the former Women's Bowling Green and Levin Domain as part of the Levin Town Centre Implementation Plan being advanced in the second half of this financial year.

More significant opportunities within the Levin Town Centre are currently being explored that could see the current capex budget utilised this financial year. These significant opportunities will be presented to Council prior to committing to the use of this budget.

Housing and Business Development

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

Housing Action Plan - 'Our Social Housing Snapshot'

A strong focus on collaboration with partners across the community to deliver on the Housing Action Plan and the associated need for Affordable Housing, has translated into some very positive outcomes for the district, although conditions have changed in the space a slow pivot to alternate delivery channels, continues.



Housing Market Overview - The 2026 property market is steady

National median prices held steady, rising slightly by 0.4% from January 2025. New Zealand rose 1.4% year-on-year. Pricing trends remain steady despite short-term monthly volatility.

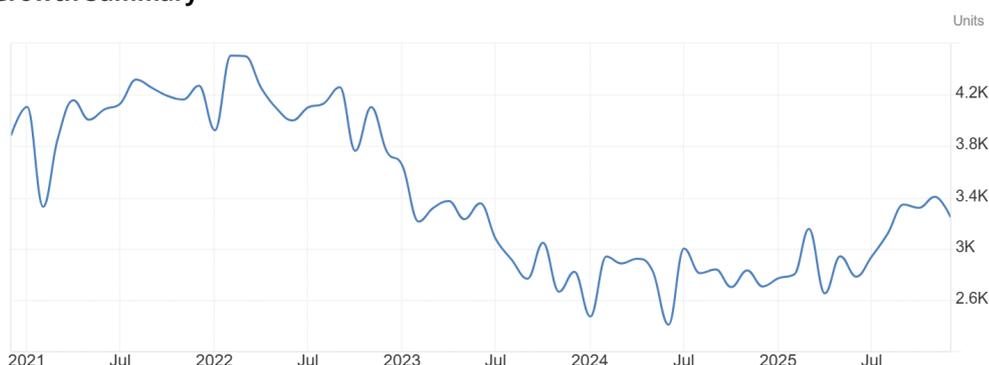
January's housing market shows stable pricing alongside softer activity, suggesting confidence is rebuilding gradually rather than accelerating quickly.

Sales activity across New Zealand declined 5.4% year-on-year. Nationally, seasonally adjusted sales counts fell 8.9% compared with December 2025.

Interest rate expectations have stabilised as inflation pressures ease, though there have been some concerns about potential rate increases and what that could mean for borrowing affordability.

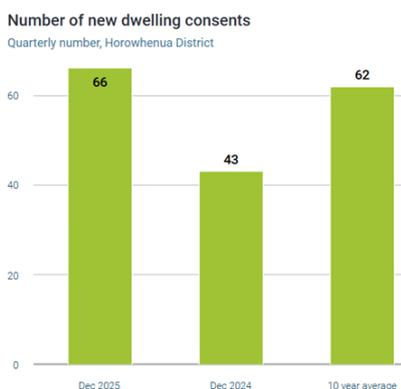
The upcoming election may be influencing when people choose to make decisions. Over the coming months, the housing market is expected to continue progressing gradually, with confidence rising steadily.

Growth Summary



Building Consents by Month Statistics New Zealand

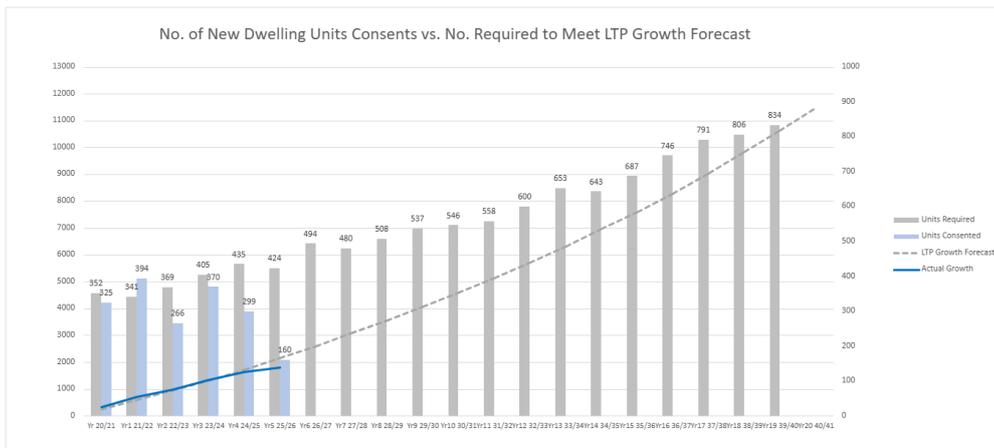
Across the Horowhenua District



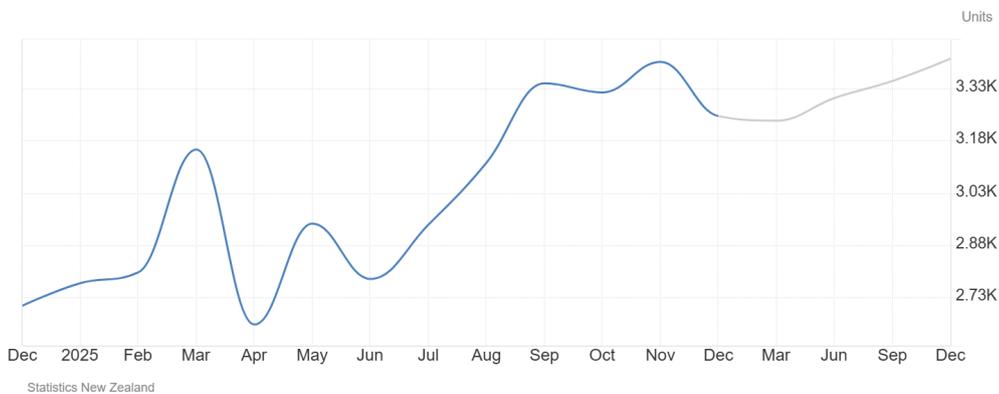
Again, we see headline consenting volumes remaining flat across the country (even slightly negative), translating into lower growth numbers of consented dwellings.

Now 7 months into the period extrapolated growth numbers look like they will run around 35% below that forecast on the growth curve, this result will likely reflect the 2024/2025 outcome. Largely static.

Although there is growth in demand on the horizon, (forecast +4.5% in 2026/27) the projected position to year end could fall flat as we run through what we would hope to be the bottom of the build cycle as we await a return to positive macro market conditions.



Building Consents Issued for New Dwelling Units vs. LTP (Long Term Plan) Growth Forecast YTD to 31 January 2026.



Forecasted trend for Building Consents by month. Statistics New Zealand

Consenting Forecast - Summary Overview

Nationally a further improvement in monthly consents saw annual consents rise to 36,619 over the 2025 calendar year, up 9.0%, to levels last seen at the start of 2024.

Despite the improvement in the annual total, some of the underlying pick-up in consent momentum has now started to move sideways.

Standalone house consents continue to rise, up 5.4% for the 2025 calendar year, and townhouse consents saw even faster growth, up 14%pa over the 2025 year. Townhouses consents have increased to 44% of total consents over the last year, the highest share since mid-2024. Retirement units rose too.

However, with house prices still trending sideways, limited population growth, and a projected rise in interest rates, we expect consents to moderate again in 2026 with forecast growth in 2027.

Consenting numbers locally feel flat post-Christmas although sentiment in the market remains positive. Anecdotally buildings that have been long consented have been picked up and builds started. This would make sense as improving macroeconomic market conditions have given confidence back to projects previously placed on hold.

Forecasts are now highlighting a positive projection forward however time will tell as we enter another election period which will bring some level of uncertainty.

The local market continues to perform solidly and as before we would expect the local run rate to remain above that nationally, resulting from developments such as the Ō2NL roading project which is now well underway.

As illustrated below the volume of consents coming in the door has improved YTD when compared to 2024 by around 5%.

When demand begins to trend up again, our ability to resource this demand will again come into question. Add to this several pending changes coming from central government in 2026, including BCA consolidation, targeted inspection times, self-certifying plumbing work, granny flats not requiring consents and changes to liability settings for council to name a few.

What we are delivering

Performance Reporting to the Market

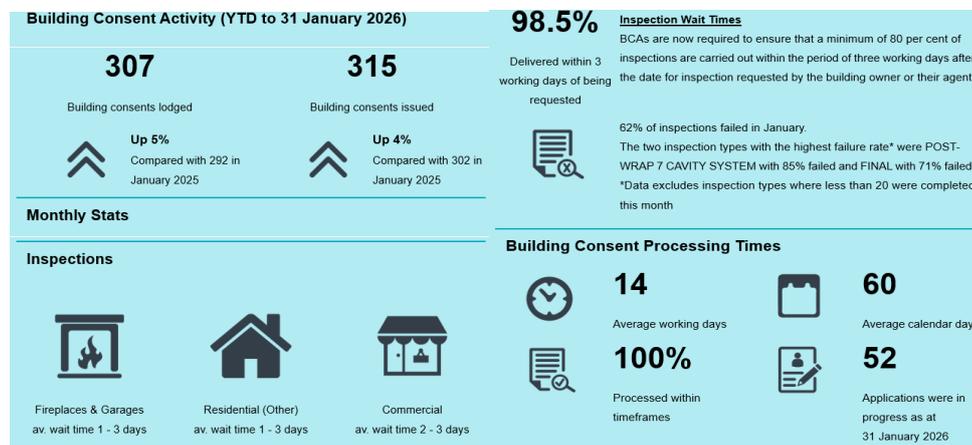
Each month an update of our consenting performance is proactively posted to the 'Build Horowhenua' customer database.

The intent is to be open and honest around consenting timeframes and performance with the 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.

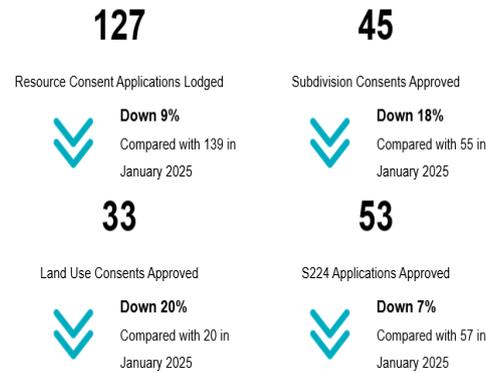
NB: The 100% of Resource Consents delivered within timeframes, which has not been a common occurrence in the past few years.

Building Consenting



Resource Consenting

Resource Consent Activity (YTD to 31 January 2026)



Monthly Stats

Resource Consent Processing Times



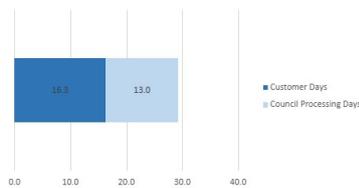
Subdivision Consent Processing Times



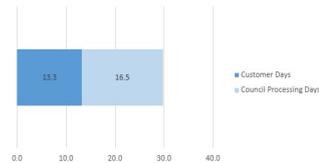
Land Use Consent Processing Times



Average Subdivision Working Days



Average Land Use Consent Working Days



Resource Consent Feedback



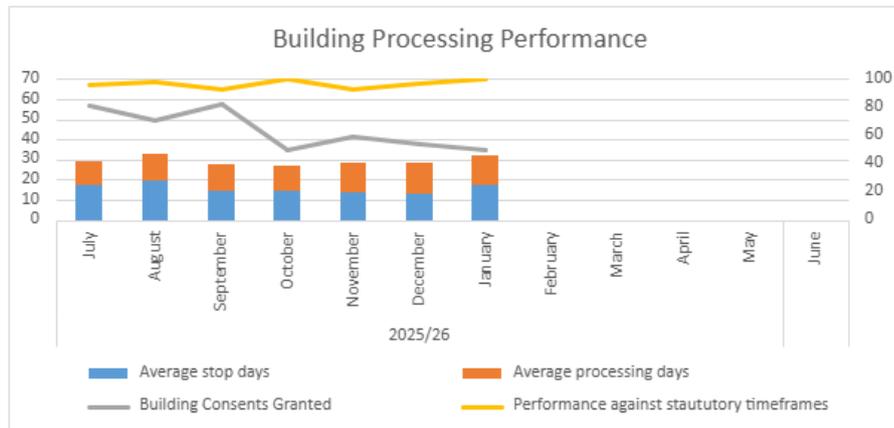
Building Consenting - Metrics

Building consent trends based on data for the period for 2024/25 financial year and from 1 July 2025 to 31 January 2026 are as follows:

	YTD to 31 January 2026	YTD to 31 January 2025	Trend
Number of building consents lodged	307	292	↑5%
Number of building consents issued	315	302	↑4%
Number of new dwelling consents issued	81	88	↓8%
Number of new dwelling units consented	160	175	↓9%
Value of building consents issued	\$93,491,600	\$101,359,045	↓8%
Number of inspections completed	4305	4648	↓7%
Number of CCCs issued	240	348	↓31%
Number of enquiries about building control functions	907	860	↑5%

The number of consents issued for new dwellings is similar to the same period in 2024/25, however there were fewer dwelling units consented. Demand continues to fluctuate month to month, and January 2026 shows a lot of variation with regards to metric trends. The Horowhenua has remained solid relative to the generalised trend across the country.

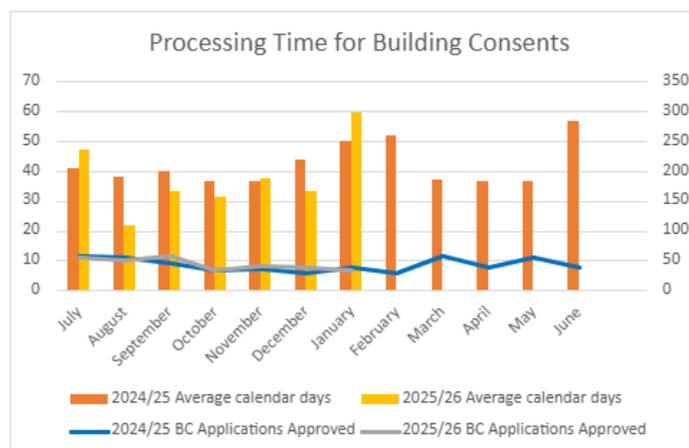
Monthly compliance with statutory processing times in 2024/25 fluctuated between 93-100% throughout the year so far with an average of 97%, as below:



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

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

Building Consent Processing Time - Benchmarks

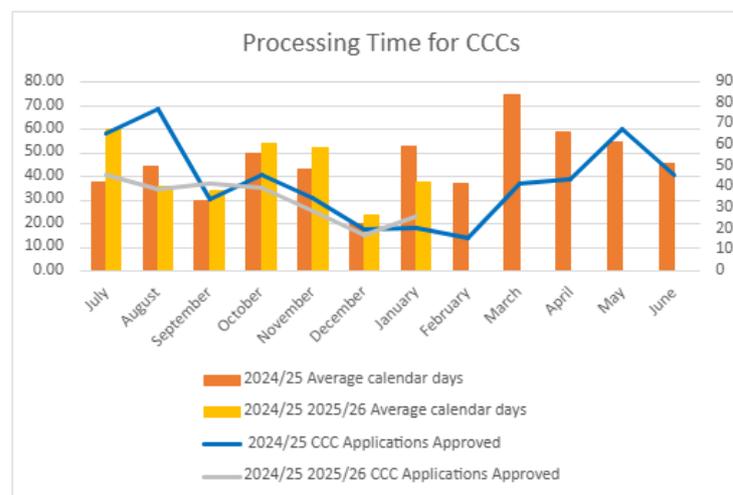


The volume of building consents in progress fluctuated between 41 and 74 in 2024/25, a similar range has been observed YTD with 42 to 72 building consents in progress at any one time.

The last few years have seen a consistent positive trend of building consents being processed in fewer calendar days than in the same months in the 2023/24 year. Although June 2025 and January 2026 were exceptions to this trend, possibly due to resourcing available at the time.

In real terms this is the true customer experience measure, timing from submission to granting has decreased from an average of 60 calendar days in 2022/23, 47 calendar days in 2023/24, and 41 days in 2024/25 to 37 days YTD to the end of January 2026.

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



The average processing time for Code Compliance Certificates (CCCs) in 2022/23 was 36 calendar days, in 2023/24 it was 40 calendar days, and 54 calendar days 2024/25 and is 50 days YTD to the end of January 2026.

Approximately 95% of CCCs issued YTD to the end of January 2026 have been processed within statutory timeframes, this is an improvement on 90% in the 2024/25 and 2023/24 years, which is likely due to the recent appointment of a new Building Advisory Cadet.

Resourcing levels in the commercial space continue to impact statutory timeframes for CCCs and calendar days taken. Following our IANZ accreditation re-assessment we

engaged a contractor to issue compliance schedules for CCC applications where the building contains specified systems (fire alarms, automatic doors etc.).

BCA Accreditation Re-assessment

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

All non-compliances were resolved and IANZ confirmed our low-risk status and continuation of accreditation on 20 January 2026.

The specified systems aspect of the consenting process was the area focussed on by IANZ and the changes requiring to be implemented have raised the level of feedback from the development community. We continue to try and work through this change proactively and with our building community.

Resource Consenting - Metrics

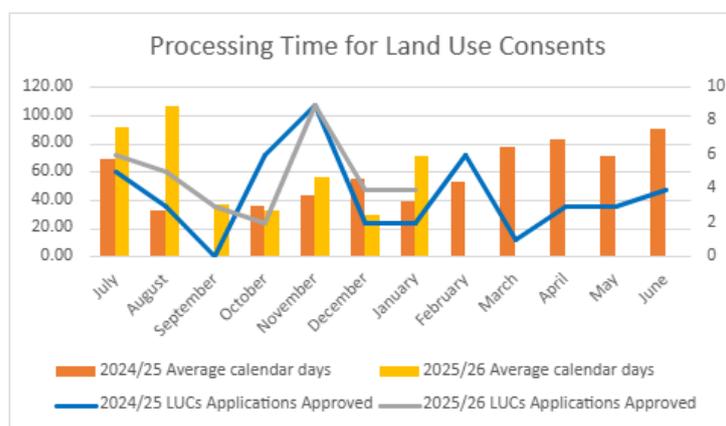
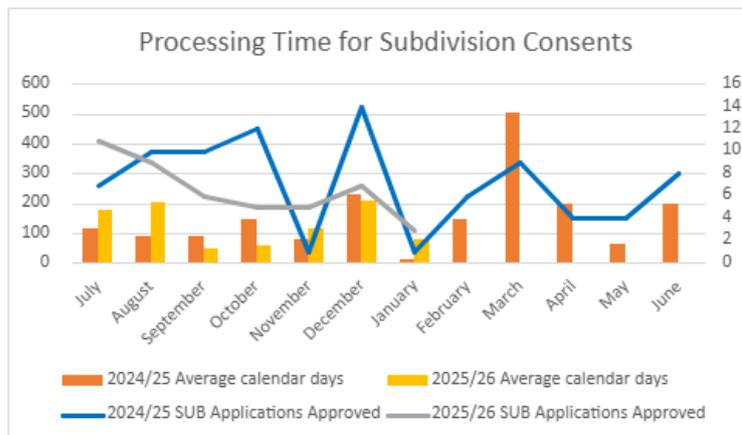
Resource consent trends based on data for the period for 2024/25 financial year and from 1 July 2025 to 31 January 2026 are as follows:

	YTD to 31 January 2026	YTD to 31 January 2025	Trend
Number of resource consent applications lodged	127	139	↓9%
Number of subdivisions consents approved	45	55	↓18%
Number of land use consents approved	33	41	↓20%
Number of new allotments created at 223 stage	40	119	↓66%
Number of new allotments created at 224 stage	131	91	↑44%
Number of enquiries about planning & development activity	640	591	↑8%

Approximately 74% of resource consents processed YTD to the end of January 2026 were issued within statutory timeframes. It is noted that the level of compliance with statutory timeframes has gradually increased YTD due to the additional measures that have been put in place to ensure top monitor and manage workflows.

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

Resource Consent processing time benchmarks



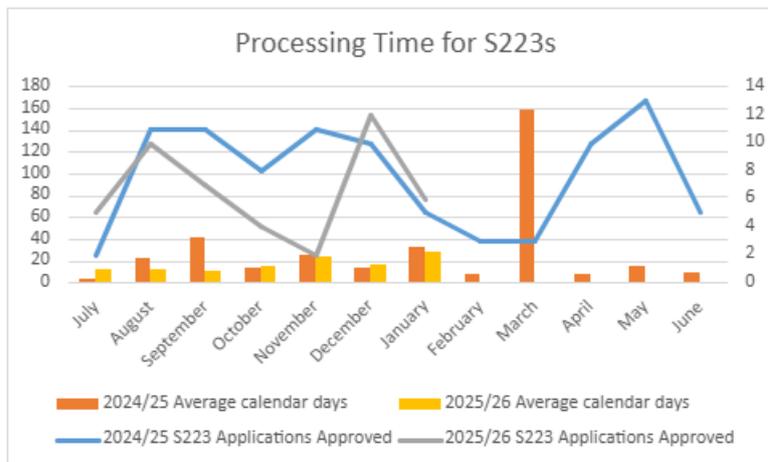
The Resource Consenting space remains a key area of focus, and work is progressing on closing out aged consents with an ongoing, agile review of consenting processes in progress.

The calendar days taken to process Land Use (LUC) have increased to 66 days YTD to the end of January 2026 compared with 57 days in 2024/25 and 99 days in 2023/24. Similarly, the average number of calendar days to process Subdivision (SUB) consents was 145 days YTD to the end of January 2026, compared with 177 calendar days in 2024/25 and 123 calendar days in 2023/24.

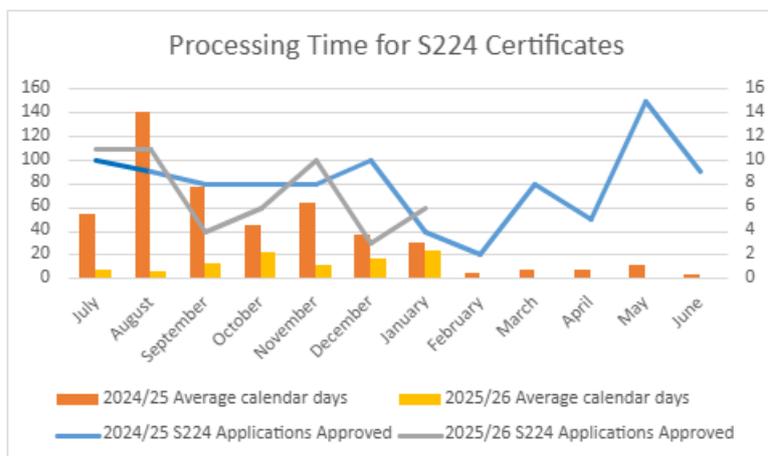
These peaks are largely due to the granting of old subdivision consents that have been in the system for some time. The RMA has historically allowed consents to remain in progress indefinitely, even if they were inactive for large periods of time.

Recent changes in the Resource Management (Consenting and Other System Changes) Amendment Act have been enacted, meaning that we will be able to implement a process

to return abandoned applications in the future. This should result in a reduction in the overall number of calendar days to process consents.



The average processing time for s223 certification (deposit of land transfer plan) YTD to the end of January 2026 was 16 days, this is a significant decrease from 25 calendar days in 2024/25.



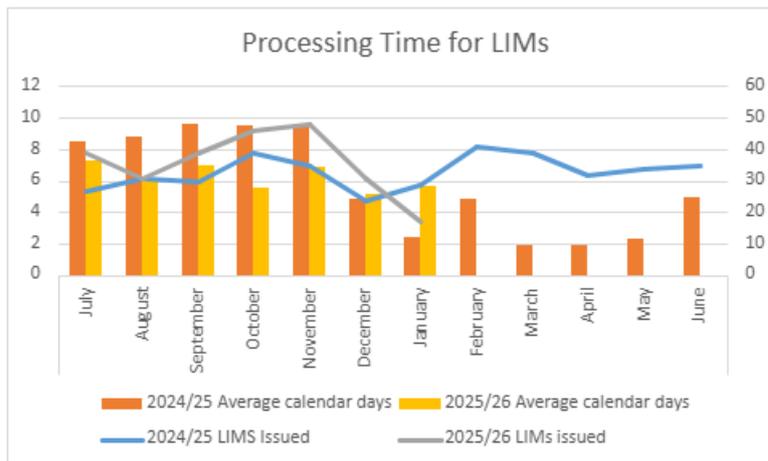
The average processing time for s224 certification (to enable new titles to be issued) YTD to the end of January 2026 was 12 days, this is a slight increase from 11 calendar days in 2024/25.

Land Information Memoranda

The average calendar days for processing LIM requests was 6 days YTD to the end of January 2026, which is the same as in 2024/25.

Out of the 251 LIM requests processed YTD to the end of January 2026, over 78% were processed within 5 working days and 100% were processed within the 10-working day statutory timeframe.

Several changes have been made to the natural hazard information provided in LIMs, because of legislative changes.



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.

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

Although several changes have been engaged in the business to ensure that consenting activities are delivered in a timely fashion, we remain ahead of the budgeted position, noting that a change in demand to the negative could have a corresponding impact on the result to year end.

Capability and Transformation

What we are delivering

In this reporting period we have been focused on completing the refresh of our Risk Management Framework. This has involved redesigning it to be clearer, more intuitive, and easier for Officers across Council to use. The updated framework has now been endorsed by the Risk and Assurance Committee and is on its way to Council for formal adoption.

The endorsement from the Risk and Assurance Committee confirms we are on the right track and provides strengthened assurance to Council and to our community. A clearer, more consistent framework helps us all make better decisions and manage risk in a way that supports a future-fit organisation.

Additionally, work is well underway to prepare for setting of Council's risk appetite. Setting our risk appetite gives everyone a clear understanding of how much risk we are willing to take, and where we need to be more cautious. It supports confident decision-making, gives Officers clarity about expectations, and ensures a consistent approach to risk across the organisation, all while staying focused on what matters most for our community.

A risk appetite survey has been developed to capture individual and collective perspectives, followed by framing of workshops where we'll test risk scenarios, have robust discussions, and reach agreement on where Council's risk appetite should be set.

Our new GIS platform, Horowhenua LocalMaps is live, replacing our prior mapping systems to provide a far more modern, capable, and future-proof solution. The platform provides a more intuitive and user-friendly way to view and analyse spatial data.

Key benefits include:

- Stronger integration with asset databases, improving accuracy and workflow efficiency
- Simpler data sharing with external organisations
- Alignment with other councils in the future Central Districts Water Group, many of whom also use ArcGIS — enabling smoother collaboration and system alignment
- Easier sharing of Emergency Management data with Horizons Regional Council and other regional emergency management partners
- Access to a wide range of tools for tailored spatial reporting, customised mapping applications, and improved internal service delivery
- Improved mobile and tablet functionality, supporting collaboration with contractors and staff in the field.

Ngā Whaingā Matua | Council Priorities

Leading to get the best outcomes for Horowhenua, shaped by community voices and partnerships.

Priority 1 – Going for Growth

We see the opportunities that come with growth and want to ensure a return on investment that contributes to Horowhenua’s liveability and prosperity.

Integrated growth planning informs infrastructure investment and key moves, and ensuring Growth delivers essential services communities can rely on and afford.

Officers have drafted a project plan for the Tararua Road Master Plan and will be circulating this across the business for input over the next fortnight. Officers had also prepared to host a workshop with the Wellington Regional Leadership Committee (WRLC) on the Tararua Road Master Plan, but unfortunately the WRLC have had to postpone this session from late February until April. We look forward to having the input of our regional colleagues, particularly given the link between this work and the Wellington Region Industrial Land Supply work.

Other areas of focus for the Integrated Growth programme have included pulling together data to paint a clearer picture of what is happening on the ground in terms of growth and development.

We continue to await a decision from Ministry for the Environment on whether the application to carry on with Plan Change 6 will be approved or not. We have had some indications that suggest we could receive this decision in March.

Intent: Although evolving with the incidence of ongoing government reform, the review and establishment of the vested assets recovery concept and wider value capture for our community is ongoing. This initiative seeks to provide further clarity for growth and infrastructure investment, and the potential mechanisms available to optimise outcomes for our community. The establishment of the new water entity, the provision of the new development contribution direction, the desire to embrace private funding and the shared national/local focus on growth provides scope to redefine council's role in growth and associated infrastructure investment.

Update: Following an initial scoping in Phase One, Phase Two is near completion and aims to provide a steer of the legal and regulatory frames that we can operate with and within, in looking to develop a workable model moving forward. Initial hold point will be at the end of February with initial findings for review.

Levin Town Centre transformation acts as a catalyst.

Council continues to progress key projects in Levin Town Centre, with a focus on redevelopment, project alignment and activation of public spaces.

Officers are working on the documentation that would facilitate the development opportunities of the Council's strategically acquired Oxford Street properties.

On 27 February, The Wellington Company (TWC) presented their outline plans and specifications for the reimagining of the Levin War Memorial Hall and Village Green. Council officers in attendance included representatives from the LTC delivery team, planning and development, land transport, local waters, customer and compliance and parks and property. This marked the first milestone of the contract for the development of this site. Officers are in the process of providing feedback to TWC ahead of the detailed design plans being presented mid-April.

Procurement for Stage One of the Thompson House Gardens redevelopment has been approved, with works scheduled to commence in March. Officers will meet with Planning & Property and Green by Nature to clarify aspects of the Levin Domain works, confirm estimated costs, and establish the project management approach and indicative timeframes.

The Horowhenua Company Limited are leading the development of the Levin Retail Transformation Strategy. This work is currently in the engagement phase with town centre businesses, building owners and residents invited to complete a survey to provide insights that can inform the development of the Strategy.

An accessibility audit of car parking, seating and related facilities has been undertaken providing valuable insight to inform improvements across the town centre.

Officers also undertook a field visit to Whanganui to observe activation projects undertaken within their town centre. A particular interest in the successful low cost, high-impact initiatives that could inspire potential initiatives for the Levin Town Centre that contribute to increased activity and vibrancy in the Town Centre.

The Request for Proposal for the Durham Street / Salisbury Street carpark remains open, continuing to progress through the scheduled four-month period. The proposals are to be received by 16 April.

Using Growth to position the district as a place to be and invest in.

Destination Management

The Ales & Eats event was successfully delivered, showcasing food and beverage producers from the wider region. This event was awarded funding from Council through the Major Events fund. The event positively contributed to the district's events calendar and supported visitor activity, while reinforcing the district's positioning as an emerging destination for quality experiences and regional visitation. A post-event analysis will now be undertaken to assess outcomes and provide insight into the return on Council's investment, helping inform future event support.

Work progressed on shoulder-season promotion, with autumn-focused content and storytelling. This included the launch of the first Horowhenua travel blog e-newsletter, reaching almost 300 subscribers and establishing a new direct communication channel with engaged audiences. The shoulder-season activity aims to build resilience in the visitor

economy by promoting local experiences that appeal to regional and visiting friends and relatives (VFR) markets outside peak summer months.

Work commenced on developing a transition plan for iSite visitor services, with Destination Management working alongside the Community Facilities team to ensure continued provision of visitor information. This includes reviewing current service approaches and identifying opportunities to strengthen digital visitor information channels alongside future service delivery options.

Economic Development

The key focus for The Horowhenua Company Ltd during this period has been leading the engagement on the Levin Retail Transformation Strategy work as part of the Levin Town Centre Transformation programme. The engagement process has been useful at further building the list of contact details for businesses that have an interest in being kept informed about the Levin Town Centre Transformation Programme.

Ōtaki to North Levin Expressway anchors our leadership and advocacy as we secure a fair revocation deal.

Officers continue to manage revocation as one of Council's top priorities.

Council received a briefing from NZTA officials on Revocation on 11 February 2026. The briefing outlined the revocation process and highlighted areas where further clarification is still required and information is still to be exchanged.

Relationships and discussions are continuing at an executive level with NZTA counterparts. Internal processes are progressing to work through NZTA requirements, with planning underway for future deliverables to ensure Council's interests, infrastructure and long-term network outcomes are considered.

In addition to seeking legal advice, external advice will be sought in March to help Council officers prepare a Revocation Strategy to inform Council's approach at an officer and elected member level.

The recent Elected Member bus tour of the southern half of the district, highlighted key infrastructure, will also inform ongoing revocation discussions and planning.

Project Operations.

A series of meetings have been held with project representatives to discuss relationships, design programme matters, and ways of working. Regular meeting arrangements and an agreed reporting approach are now in place to ensure continuity as the project transitions into full operational mode, with discussions captured and accountability maintained.

Conversations and design reviews continue in relation to the Tararua Road Interchange, with Council providing input and feedback to inform the project design as it transitions from design into construction. This input is focused on protecting Council infrastructure and utilities, ensuring future network connections are appropriately considered, and confirming that proposed outcomes remain within community expectations. Officers are working

through design-related matters including potential departures to ensure key interfaces, assumptions, and risks are clearly understood and carried forward into delivery.

NZTA is consulting with landowners, building owners and businesses regarding the new Tararua Rd / SH1 North Island Main Trunk (NIMT) crossing, which will be constructed to mitigate the impacts of Ō2NL. Discussions with NZTA and consultants have also progressed the scope for the Medium to Longer Term investigation, with Council input into traffic modelling helping to ensure network impacts are clearly identified and appropriately managed as operational arrangements are finalised.

Compliance and monitoring staff have attended site inductions for both the northern and southern alliance sites. Processes are in place to assess consents as they are received. Discussions are underway regarding resourcing to support this work, and engineers are preparing to be in a position to carry out on-site inspections as part of the engineering approval process, ensuring design and construction elements meet Council standards and requirements.

Officers continue to actively participate in scheduled hui and project governance workstreams, including communications and engagement, legacy outcomes, the project steering committee, design management, and the project owner team, ensuring ongoing oversight and input across all key aspects of the Ō2NL project.

We have invested in existing community facilities to ensure they are maintained at a standard that supports future growth and demand.

We have continued to strengthen our planning for the upcoming Levin Aquatic Centre close down maintenance project. This is a significant investment into the facility to ensure it remains safe, reliable and able to continue operating effectively into the future, while also reducing reactive maintenance spend over time. The work will include installation of pool liners, various plant room equipment renewals such as pumps and filters, new flooring around the pool and remediation work such as painting. Following the work, the community can expect to see a refreshed facility and an even more reliable and enjoyable space.

Sitting separate to this is some smaller investment into some of our other community facilities such as new lighting being installed during the reporting period at Shannon Library and Te Takeretanga o Kura-hau-pō completing a larger lighting upgrade project. In doing so, the spaces are much more user friendly and brighten up the space and shifting from halogen lights to LED will reduce operating costs and extend the asset's lifespan.

Strategic Recreation Investment Framework.

The Strategic Recreation Investment Framework dashboard provides a clear view of how recreation planning is being coordinated to inform infrastructure investment and future decision-making across the district. The Framework supports consistent, evidence-based prioritisation of projects by assessing community impact, level of need, and readiness, ensuring investment aligns with growth outcomes and long-term strategic direction. Council agreed that this dashboard would be presented in each Operational Performance Report to provide ongoing visibility of progress, priority projects, and how integrated planning is

shaping key investment decisions. The dashboard below reflects the current programme pipeline and project scoring as part of this approach.

The dashboard represents a snapshot in time and will continue to be refined and updated as projects progress and as officers engage further with the community and stakeholders.

Its purpose within the OPR is to provide transparency and facilitate discussion on progress and updates, rather than review projects themselves.

Strategic Recreation Investment Framework

PROJECT			STAGE OF THE PROCESS	IMPACT ASSESSMENT			COUNCL'S ROLE & INVESTMENT				LAST ASSESSMENT DATE
SITE	AREA	PROJECT		SCORE	ASSESSMENT	NETWORK CRITICALITY	ROLE	SOUGHT (\$)	COMMITTED (\$)	WHEN?	
Donnelly Park	Levin	Premier cricket oval upgrades	Proof of Viability	66	HIGH	HIGH	PARTNER			1-3 YEARS	19/08/2025
Donnelly Park	Levin	Increase floodlit provision	Design	70	HIGH	HIGH	OWN & OPERATE			1-3 YEARS	19/08/2025
Playford Park	Levin	Explore opportunities to increase floodlit training capacity	Proof of Viability	81	HIGH	HIGH	OWN & OPERATE			1-3 YEARS	19/08/2025
Various	Levin	Expand aquatic provision for the Levin/Central/South catchment.	Proof of Viability	79	HIGH	HIGH	OWN & OPERATE			4-6 YEARS	19/08/2025
Donnelly Park	Levin	Explore building response options	Proof of Viability	72	HIGH	HIGH	ENABLER			4-6 YEARS	19/08/2025
Levin Domain	Levin	Complete required seismic strengthening of the Levin Domain grandstand	Proof of Viability	69	HIGH	HIGH	PARTNER		\$1,300,000	7+ YEARS	19/08/2025

Easton Park	Foxton	Install irrigation and explore increasing floodlight coverage	Design	58	MEDIUM	HIGH	OWN & OPERATE			1-3 YEARS	19/08/2025
Easton Park	Foxton	Roof replacement of the Easton Park grandstand	Design	57	MEDIUM	HIGH	OWN			1-3 YEARS	19/08/2025
Horowhenua College	Levin	Explore covered court provision at Horowhenua College	Proof of Viability	62	MEDIUM	HIGH	PARTNER			1-3 YEARS	19/08/2025
Donnelly Park	Levin	Explore covered court provision at the Netball Centre	Proof of Viability	64	MEDIUM	HIGH	PARTNER			4-6 YEARS	19/08/2025
Levin Domain	Levin	Explore options to address the cracks and drainage issues (courts 1-4) at the Levin Tennis Club	Design	63	MEDIUM	HIGH	ENABLER			4-6 YEARS	19/08/2025
Levin Domain	Levin	Explore options to improve and expand court floodlighting at the Levin Tennis Club	Design	63	MEDIUM	HIGH	ENABLER			4-6 YEARS	19/08/2025

Western Park	Levin	Extend the existing backstop netting	Complete	58	MEDIUM	MEDIUM	OWN			1-3 YEARS	19/08/2025
Donnelly Park	Levin	Expand cricket pitch provision (additional grass block)	Design	62	MEDIUM	MEDIUM	OWN & OPERATE			4-6 YEARS	19/08/2025
Donnelly Park	Levin	Explore possible irrigation of some fields which incorporate multiuse	Proof of Viability	63	MEDIUM	MEDIUM	OWN & OPERATE			4-6 YEARS	19/08/2025
Various	Levin	Explore all-weather training options to support sports field winter users	Proof of Viability	57	MEDIUM	MEDIUM	PARTNER			4-6 YEARS	19/08/2025
Shannon Domain	Shannon	Upgrade the field platform to sand-based with irrigation	Proof of Viability	53	MEDIUM	MEDIUM	OWN & OPERATE			7+ YEARS	19/08/2025
Levin Showgrounds	Levin	Explore additional indoor court provision at the Horowhenua Events Centre	Proof of Viability	58	MEDIUM	MEDIUM	PARTNER			7+ YEARS	19/08/2025

Donnelly Park	Levin	Centralise diamond sports to optimise fit-for-purpose facilities	Proof of Need	57	MEDIUM	LOW	PARTNER			7+ YEARS	19/08/2025
Shannon Domain	Shannon	Complete required seismic strengthening of the Shannon Domain grandstand	Proof of Viability	47	LOW	HIGH	OWN		\$719,000	7+ YEARS	19/08/2025
Various	Levin	Explore satellite venues to support floodlit training capacity if Playford Park cannot accommodate more	Proof of Need	47	LOW	MEDIUM	PARTNER			4-6 YEARS	19/08/2025
Levin Domain	Levin	Resolve the future of the Levin Squash Club by providing clarity on the proposed aquatic hub development project. Address the deferred building issues	Proof of Viability	47	LOW	MEDIUM	ENABLER			4-6 YEARS	19/08/2025

		and improve squash playing experiences.									
Levin Domain	Levin	Explore improvements to Court 6 at Levin Tennis Club (publicly accessible court)	Proof of Viability	49	LOW	MEDIUM	PARTNER			4-6 YEARS	19/08/2025
Shannon School	Shannon	Investigate facility condition to maintain provision	Proof of Need	44	LOW	MEDIUM	PARTNER			7+ YEARS	19/08/2025
Easton Park	Foxton	Explore the development of a multiuse court space to support netball and rugby training	Proof of Need	46	LOW	MEDIUM	ENABLER			7+ YEARS	19/08/2025
Donnelly Park	Levin	Increase the number of outdoor cricket lanes	Proof of Need	44	LOW	LOW	OWN			7+ YEARS	19/08/2025
Donnelly Park	Levin	Develop an additional full-sized football field	Proof of Need	47	LOW	LOW	OWN & OPERATE			7+ YEARS	19/08/2025

Priority 2 – Future Fit HDC

We will foster an agile, high-performing Council ready to meet future challenges of government reform while delivering fit-for-purpose services to our community.

Adapt to legislative and structural changes that redefine Council's role, scope, and size across reforms (Local Water, Resource Management, Simplifying Local Government, Rates Capping, Systems Improvement).

Officers prepared submissions on a range of central government proposals.

Council submitted on the Natural Environment Bill and Planning Bill (being the proposed replacements for the Resource Management Act) and contributed to a Manawatū-Whanganui region submission. Horowhenua District Council is not one of the councils that has been invited to speak to their submission.

Council submitted on the Development Levies Bill and the proposed amendment to the Infrastructure Funding and Financing Act.

Council submitted on the Rates Capping Proposal, and the Simplifying Local Government proposal, both of which are in their formation stages.

In each, Council emphasised the need to understand the role the Government sees local government having in 5-10 years, so that the pieces of reform being responded to are responded to through the whole picture lens.

Alongside submissions, officers are engaging with both our regional partners and our southern neighbours to discuss the approach to the different reforms. This included starting conversations about how we will produce the Regional Spatial Plans required by the replacement resource management legislation, as well as separate discussions about the upcoming Long Term Plan approach and content.

Work is progressing on the Navigating Change project which looks to quantify the impact of stranded overheads and rates capping so to provide advice to Elected Members ahead of the Long Term Plan project on scenarios and options for the organisation on how to navigate this impact. Elected Members can expect updates on this work throughout April and May 2026.

Position HDC as a leader in reform opportunities for funding and collaboration.

Officers continue to work closely with council planning colleagues across the Horizons and Greater Wellington regions to prepare for upcoming resource management reform. This includes ongoing collaboration through regular meetings to share information, align approaches, and coordinate regional responses to emerging policy and implementation matters.

This work supports Horowhenua District Council's position as a proactive participant in reform discussions, while identifying opportunities for collaboration and improved funding and delivery approaches across the region.

Ensure governance and decision-making frameworks remain robust and future-proof to support community voice.

Council continues to strengthen its governance and decision-making frameworks to ensure they remain robust, transparent and responsive to the evolving needs of the community.

A key focus has been enhancing opportunities for community voice to shape planning and policy decisions. The development and implementation of the Foxton and Shannon Community Plans exemplify this approach, embedding local aspirations into Council's long-term planning and investment frameworks. These plans were shaped through extensive engagement and submissions, ensuring that decision-making reflects the priorities of the communities they represent.

Foxton and Foxton Beach Community Plan: The draft Community Plan document is nearing completion. Officers are currently working with theme leads to finalise the remaining information required. The next Foxton Future Group meeting is on 19 March where the further draft will be presented as we work towards a final plan.

Shannon/Otāuru Community Plan: The Working Group held its first meeting of the year February. There was strong enthusiasm particularly around progressing branding and activating priorities from the Community Plan. The group met again on 26 February to continue this work. The next meeting is scheduled for late March where subgroups will report on progress and updated branding concepts will be shared.

Consultation on the proposed Resource Management Fees for 2026/27 closes on 17 March 2026. While a narrow consultation, officers have seen a slight increase in engagement, with five submissions received by 9 March, ahead of the three received the previous year. Council will receive all of the submissions and hear from any submitters who wish to speak.

Engagement ahead of developing a Retail Transformation Strategy has started with Council and The Horowhenua Company Ltd asking the community about their experiences, habits and ideas for the future of the town centre. People are asked to complete a short survey, about what draws them to the town centre, what encourages people to stay longer, the types of shops, services or experiences they'd like to see over the next three to five years, and what currently draws people elsewhere. The Survey closes 20 March 2026.

Cuppa with a Councillor sessions have restarted at Te Takeretanga o Kura-hau-pō, Te Awahou Nieuwe Stroom and Shannon Library during the day on the second Thursday of each month, with the new evening cuppa at Te Takeretanga o Kura-hau-pō from 6pm to 7.30pm every fourth Wednesday of the month.

Priority 3 – Financial Discipline

We will manage rates and funding wisely to keep services affordable and investments sustainable.

Strict budget monitoring and compliance with financial strategy, and balanced budget goals.

Annual Plan 2026/27: Officers are progressing drafting of the Annual Plan document following Council's direction in December 2025 on the proposed budget.

Annual Report 2025/26: Officers have been working closely with AuditNZ in preparation for the interim Audit, starting on 9 March 2026. Officers have been actioning improvements identified during the last Annual Report and are seeking greater clarity from AuditNZ on matters where this has been proven to be required at the earlier stage.

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

Delivery of 3W capital programme

Progress across the three waters capital programme has continued this period, with the current forecast total spend of \$20.8m, made up of \$9.9m spent to date and \$10.9m remaining. A number of projects are now under construction or moving into construction as design and procurement activities are completed.

Construction continues with the Levin wastewater bulkmain upgrade, additional scope has been identified to complete Tiro Tiro watermain renewals at the same time to improve efficiency and reduce future disruption.

Construction completed for the MacArthur Street Water Renewals and the Shannon-Bryce Street Wastewater Renewals projects, with final tidy-up works underway prior to issuing Practical Completion.

Procurement has progressed across several priority stormwater, water and wastewater projects. Contracts have been awarded for the Queen Street stormwater intervention and the Mangaore wastewater renewals, with construction expected to begin in April.

Tenders are currently in progress for the Okarito stormwater connection, Queen Street Nth-Sth wastewater connection (Tara-Ika), Tiro Tiro water renewals, Levin Water Treatment Plant filter refurbishments, and the clarifier bypass and standby UV installation. With construction planned for completion by end of June 2026.

Technical investigations, stakeholder engagement and planning work are ongoing, to support upcoming consenting requirements across several key projects. These include the Levin Water Supply (Poads) consent, the Levin Wastewater Treatment Plant irrigation expansion, the Tokomaru Wastewater Treatment Plant upgrades and consent renewal, and a new treated water reservoir at the Levin Water Treatment Plant.

While steady progress is being made, the focus for the next quarter will be on progressing construction delivery, confirming contract pricing for priority projects, advancing tenders

through to award, refining project scopes where required, progressing master planning work, and formally closing out projects as they are completed.

Delivery of Land Transport capital programme

East West Arterial (EWA)

Land acquisition has progressed well this period and is now nearing completion, with land transfer, legal processes and final claims underway. Council lodged its Notice of Requirement (NOR) in July 2025 and continues to advance the process, with iwi engagement remaining the key factor influencing overall programme timing. Individual meetings with Muaūpoko Tribal Authority and Te Tumatakahuki are scheduled for early March.

Review funding policies and settings to consider if rates and user fees and charges could be shared differently.

During the period leading into development of the 2026/27 Annual Plan, assessment of the Public/Private Splits were presented to Council at the Annual Plan workshop in December 2025. Updated proposed fees and charges for 2026/27 were subsequently included in the material prepared for the 4 February Council meeting.

Throughout the current reporting period, officers have also undertaken a review of the Development Contributions Policy and provided guidance to elected members on potential amendments. This work is aimed at ensuring anticipated revenue targets are maintained in light of proposed government reforms.

Further comprehensive reviews will be undertaken as part of the Long Term Plan (LTP) process.

Advocacy for fair funding models and external investment opportunities.

Officers are currently exploring potential external investment opportunities and funding pathways aligned with Council priorities, with a workshop scheduled in March to seek Council direction on potential opportunities and next steps.

Chase external funding opportunities.

Two funding applications were submitted to ECCT last month.

The Farm Track

Funding will support development of Stage II of The Farm Track – extending the Hokio Beach Road shared pathway, from Hokio Sand Road to Moutere Road and on to the Levin Golf Course, and along Hokio Beach Road from Kohuturoa Marae to Bruce Road, connecting Marae to Levin township.

The grant will fund fencing, safety improvements, and surfacing to create a safe, accessible route for walkers and cyclists, linking town, rural and coastal communities while promoting recreation, connectivity, and wellbeing across Horowhenua.

The amount applied for is \$347k.

Levinable Project at Lincoln Park

An accessible, nature-inspired papa tākaro at Lincoln Park, co-designed with the community to create a safe, inclusive space for disabled and neurodiverse tamariki and their whānau to play, connect and thrive together.

Grant funding will support the development of the Levinable Project with funds contributing to construction, accessible play equipment, landscaping and community-led design features that create a safe, nature-based play space for disabled and neurodiverse children and their whānau.

The amount applied for is \$208k. The funding application was made under IHC NZ as ECCT will only accept one application per entity per year. Should the application be successful, IHC will transfer the funds to Council to project manage the construction and take ownership of the assets.

Outcomes for both applications are expected in April.

Pūrongo Ahumoni Whakarāpopoto | Financial Summary Report

Statement of Comprehensive Revenue and Expense to 31 January 2026

	Actual Full year to 31 January 2026 \$000	Budget Full year to 31 January 2026 \$000	Variance Full year to 31 January 2026 \$000	Forecast Full Year 2025/26 \$000	Budget Full Year 2025/26 \$000	Variance Full Year 2025/26 \$000	Notes
Revenue							
Rates Revenue	40,180	40,071	109	69,185	68,694	492	
Operational Grants & Subsidies	2,280	1,951	330	5,894	3,344	2,550	1
Fees & Charges	3,863	3,040	823	6,082	5,213	869	2
Other Revenue	3,268	3,121	146	4,922	4,937	(16)	
Total Revenue	49,590	48,183	1,407	86,082	82,188	3,895	
Expenditure							
Employee Benefit Expenses	14,245	14,169	(76)	24,620	24,689	69	
Other Expenses	20,085	20,065	(20)	38,517	34,947	(3,570)	3
Total Expenses	34,330	34,235	(95)	63,137	59,636	(3,501)	
Finance Income	2,143	-	2,143	2,544	-	2,544	
Finance Costs	5,130	5,747	618	9,788	9,852	64	
Net Interest	2,987	5,747	2,761	7,244	9,852	2,608	4
Operating surplus/(deficit) before capital revenue and taxation	12,274	8,202	4,072	15,702	12,699	3,002	
Capital Items							
Revenue							
Capital Grants and Subsidies	3,184	3,247	(62)	5,989	5,566	423	
Development Contributions	734	1,263	(529)	1,448	2,166	(718)	5
Vested Assets	-	-	-	-	-	-	
Gain/(loss) on revaluation of financial liabilities	-	-	-	-	-	-	
Investment (Gains)/Losses	-	-	-	-	-	-	
Other gains	-	-	-	-	-	-	
Total Capital related Revenue	3,918	4,510	(592)	7,437	7,731	(294)	
Expenditure							
(Gain)/Loss on sale of assets	(3)	-	3	(2)	-	2	
Depreciation and Amortisation	13,668	13,642	(26)	23,411	23,386	(25)	
Loss on Derivatives	(877)	-	877	(877)	-	877	6
Total Capital related Expenditure	12,789	13,642	853	22,533	23,386	853	
Total Surplus/(deficit)	3,403	(930)	4,334	606	(2,955)	3,561	
Other Comprehensive Revenue and Expenses							
Gain / (Loss) Fixed Assets Valuation	-	-	-	-	-	-	
Total Comprehensive Income for the year	3,403	(930)	4,334	606	(2,955)	3,561	

Explanations of significant variances

At the end of January, savings were forecast at \$658k, largely driven by revenue increases in solid waste and building consents. The February forecast now includes an additional \$400k of unplanned storm-related costs. We will continue to scrutinise all revenue and expenditure to maximise savings for the year.

Note 1 Operational Grants and Subsidies are forecast to be favourable to budget mainly due to CD Waters recoveries. This revenue will be reallocated as 'other revenue' in future reports.

Note 2 Fees and Charges favourable - mainly due to Solid Waste Recycling rebates being higher than budgeted which includes \$453k that was carried forward from the 2024/25 financial year.

Note 3 Other Expenses unfavourable, with further detail in the following table. The substantial variance relates to the CD Waters costs which are being administered by HDC and recovered by way of invoice to the other parties.

Other Expenses	Actual 31 January 2026 \$000	Budget 31 January 2026 \$000	Variance 31 January 2026 \$000	Forecast 2025/26 \$000	Budget 2025/26 \$000	Variance 2025/26 \$000
Professional Services	3,585	4,072	487	7,151	7,055	(96)
Materials	526	395	(132)	835	677	(158)
Maintenance	8,217	8,628	410	14,373	14,790	417
Bank Fees	76	42	(34)	129	72	(56)
Insurance Brokerage	-	14	14	-	25	25
Grants Paid	371	383	12	576	657	81
Utilities	986	1,090	104	1,770	1,869	99
Communications	105	115	10	201	198	(3)
Vehicle Expenses	352	391	39	654	681	27
Other Treasury Expenses	46	82	36	129	141	11
Postage	-	-	-	-	-	-
Labour Recoveries for Carex projects	(1,666)	(2,136)	(470)	(3,318)	(3,662)	(343)
Other Expenses	7,486	6,989	(497)	16,017	12,445	(3,572)
Total Other Expenses	20,085	20,065	(20)	38,517	34,947	(3,570)

Note 4 net Interest favourable - we are monitoring market interest rates closely especially with recent global events as well as utilising hedging strategies.

Note 5 Development Contributions unfavourable - subdivision activity has been lower than expected. Further work will be undertaken to refine the forecast position, noting that Tara-ika applications are likely to be lodged towards the back end of this financial year.

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

Statement of Financial Position as at 31 January 2026

	Actual Full year to 31 January 2026 \$000	Budget Full Year 2025/26 \$000	Council Actual Full Year 2024/25 \$000
Assets			
Cash and cash equivalents	10,604	4,419	15,192
Debtors and other receivables	21,580	5,265	14,208
Inventories	133	-	133
Derivative financial instruments	1,142	-	302
Other financial assets	50,813	8,467	50,812
Non-current assets held for sale	1,942	-	1,942
Property, Plant and Equipment	991,350	1,054,603	991,197
Intangible assets	1,391	1,358	1,387
Forestry assets	1,446	1,439	1,446
Commercial property	3,015	2,927	3,015
Total Assets	1,083,416	1,078,478	1,079,634
Liabilities			
Creditors & Other Payables	14,727	15,659	19,023
Provisions	14,457	9,469	14,811
Employee benefit liabilities	2,802	2,390	2,566
Derivative financial instruments	1,437	-	1,473
Borrowings and other financial liabilities	244,003	217,477	240,000
Total Liabilities	277,426	244,995	277,873
Net Assets	805,990	833,483	801,761
Equity			
Retained earnings	240,363	250,497	236,757
Revaluation reserves	555,638	573,043	555,005
Other reserves	9,990	9,943	9,999
Total Equity	805,990	833,483	801,761

Explanations of significant variances

Debtors and other receivables – This variance is in line with the same period last year and the difference is largely due to timing as impairment is completed at financial year end.

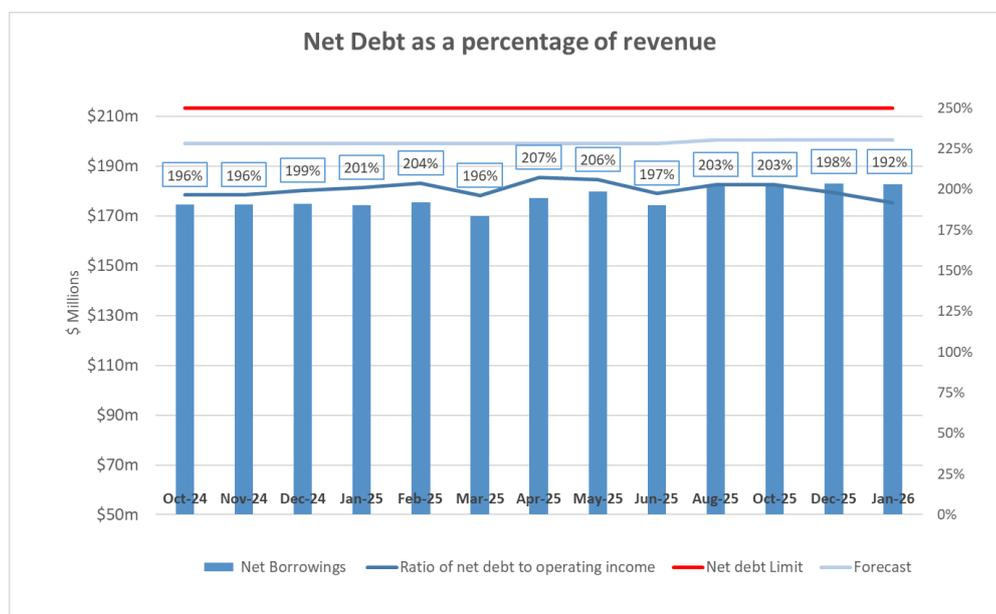
Other financial assets – Term deposits totalling \$43m with maturity of \$38m in 2026 and \$5m in 2027, are held for prefunding purposes. Prefunding allows the council to have funds available to repay current loans as they fall due.

Treasury Update to 31 January 2026

As at 31 January 2026, Council had \$244m of current external debt, up slightly from \$240m at the end of June 2025. This is due to the Council receiving \$2.5m interest free loan from National Infrastructure Funding (NIFF) previously Crown Infrastructure Partners (CIP), in October 2025 for the Tara-Ika infrastructure project and \$1.5m in two further NIFF milestone achieved based loans.

Council also holds \$43.35m on term deposit, of which \$43m is pre-funding to repay debt with \$38m in this financial year. In addition, Council has a \$7m BNZ flexible loan facility, and a \$20m facility with the LGFA (Local Government Funding Agency).

Our net debt (total borrowings less term deposits, borrower notes and cash) as 31 January 2026 was \$182.9m, equating to 192% of operating income – which is below the limit of \$250% set out in the 2024-44 Long Term Plan for 2025/26. Our full year forecast position is currently expected to be under 230% that was forecasted in the 2026/27 Annual Plan.

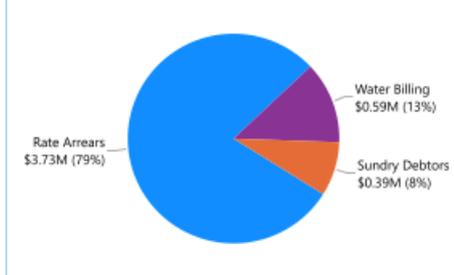


Debtors Analysis to 31 January 2026

Dashboard Data as at 31 January 2026 (Preliminary and unaudited)

DEBTORS REPORT

Total Debt (Over 90 Days)



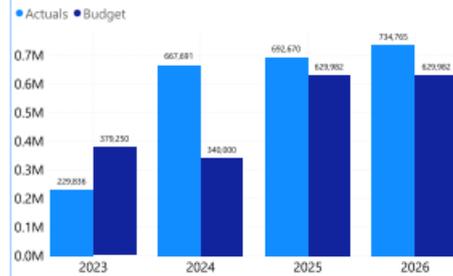
Property Rates Arrears



Arrears By Rate Zone

Rate Zone	Total Arrears	Properties
Foxton	\$421,655	136
Foxton Beach	\$225,657	101
Hokio Beach	\$156,106	22
Levin	\$1,329,551	569
Manakau	\$995	1
Non Rateable	\$6,908	5
Ohau	\$20,686	8
Rural Farming	\$418,750	152
Rural Other	\$586,811	214
Shannon	\$424,226	86
Tokomaru	\$31,074	16
Waikawa Beach	\$9,368	6
Waingarere Beach	\$95,110	50
Total	\$3,726,898	1366

Rates Remission



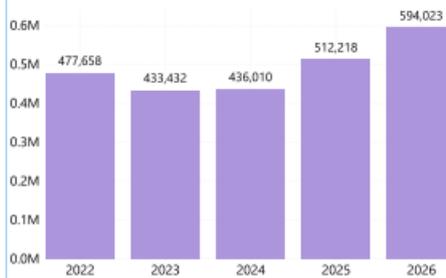
Top 10 Debtors Over 90 Days

Debtor Number	Business Group	Category	Balance
212045	Housing and Business Development	Building Consents	46,535.80
215665	Housing and Business Development	Building Consents	40,373.00
214862	Housing and Business Development	Resource Consent Fees	28,156.27
206865	Housing and Business Development	Resource Consent Fees	17,116.38
215059	Housing and Business Development	Building Consents	15,204.50
216109	Housing and Business Development	Building Consents	11,655.50
100295	Community Infrastructure	Rubbish Bags	11,600.00
216026	Housing and Business Development	Resource Consent Fees	9,828.00
215620	Housing and Business Development	Resource Consent Fees	8,734.00
214181	Community Experience	Rental Income Monthly	8,720.52

Aged Debtors Sundry



Aged Water Balance (Over 90 Days)



Debt Collection Overview (Amount and Items)



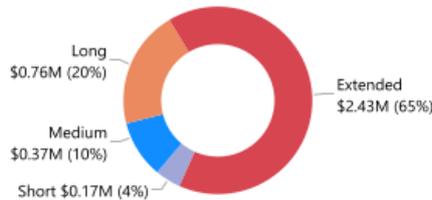
Rates Debt Management Overview

31 January 2026

Latest Arrears Quarter



● Short ● Medium ● Long ● Extended



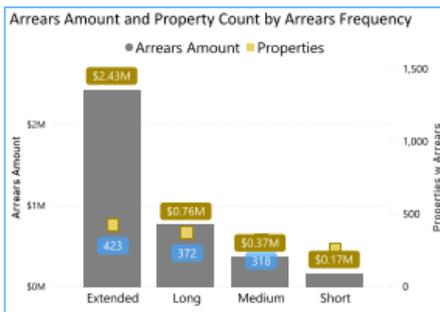
Short Term Arrears
with 1-2 consecutive Arrears behind from latest Quarter

Medium Term Arrears
with 3-4 consecutive Arrears behind from latest Quarter

Long Term Arrears
with 5-8 consecutive Arrears behind from latest Quarter

Extended Term Arrears
with 9 or more consecutive Arrears behind from latest Quarter

*Arrears Over \$99



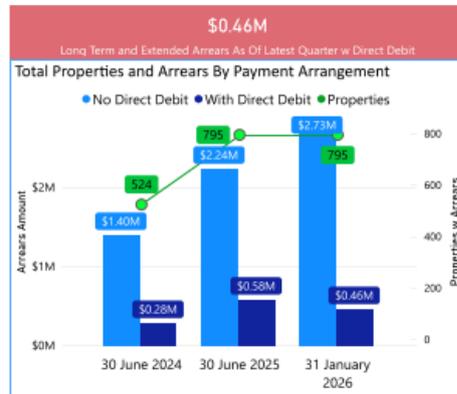
Total Arrears and Properties By Zone

Quarter	30 June 2024	30 June 2025	31 January 2026			
Rate Zone	Arrears	Properties	Arrears	Properties	Arrears	Properties
Foxton	\$311,891	156	\$439,514	186	\$421,655	136
Foxton Beach	\$180,311	138	\$280,394	147	\$325,851	101
Hokio Beach	\$112,163	21	\$144,924	29	\$156,106	22
Levin	\$1,124,922	609	\$1,402,999	828	\$1,329,551	569
Manakau	\$6,432	4	\$2,445	3	\$995	1
Non Rateable	\$12,712	8	\$4,979	5	\$6,908	5
Ohau	\$21,369	17	\$19,286	13	\$20,886	8
Rural Farming	\$344,007	162	\$361,844	169	\$418,750	152
Rural Other	\$438,791	282	\$489,440	310	\$586,811	214
Shannon	\$325,163	99	\$417,099	101	\$424,226	86
Tokomaru	\$26,365	21	\$32,592	20	\$31,074	16
Utilities	\$981	1	\$1,266	1		
Waikawa Beach	\$21,054	21	\$17,991	19	\$9,348	6
Waingarere Beach	\$95,434	78	\$100,059	74	\$95,110	50
Total	\$3,018,755	1,607	\$3,861,292	1,897	\$3,726,898	1,366

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

\$3.19M
Overall Long Term and Extended Arrears As Of Latest Quarter

Arrangement Status	No Direct Debit		With Direct Debit		Total	
	Arrears	Properties	Arrears	Properties	Arrears	Properties
Levin	\$816,786	168	\$246,228	116	\$1,063,014	304
Rural Other	\$446,112	105	\$63,054	29	\$509,166	134
Shannon	\$374,262	45	\$23,601	9	\$397,863	54
Rural Farming	\$371,272	88	\$5,268	6	\$376,539	94
Foxton	\$305,883	71	\$66,734	19	\$372,617	90
Foxton Beach	\$165,536	42	\$12,819	8	\$178,355	50
Hokio Beach	\$150,213	17	\$4,590	3	\$154,803	20
Waingarere Beach	\$45,562	16	\$33,897	12	\$79,460	28
Tokomaru	\$23,579	6	\$1,958	1	\$25,537	7
Ohau	\$19,348	6	\$1,216	1	\$20,563	7
Waikawa Beach	\$5,538	2	\$1,368	1	\$6,906	3
Non Rateable	\$5,904	3			\$5,904	3
Manakau	\$995	1			\$995	1
Total	\$2,780,991	590	\$460,792	205	\$3,191,723	795



Organisation Performance

Group Update and Work Plan Delivery

Overall, we continue to forecast a positive variance to budget of close to \$658k (saving) net of core operating revenue and expenditure. We continue to scrutinise all revenue and expenditure and work towards increasing this forecasted positive variance.

What we are delivering

The financial forecast has been negatively impacted by the recent major weather event.

The Finance team is continuing with its focus on ways to improve the experience for our customers. They are continuing with their successful efforts in reducing the waiting time for rates queries and increasing the number of customers who will receive their invoices by e-mail.

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

We have been successful in recruiting to key positions within the Finance Team with these new staff commencing with Council in March 2026. This will enable us to progress with our signaled strategic initiatives and operational improvements as well as complete business as usual.

2025/26 Statement of Service Performance (SSPs)

Summary

Status		
On track	29	Green
Not on track	8	Red
Unable to Report	7	Yellow
Not Applicable	3	Blue
Total	47	Grey

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).

Monitoring Compliance

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

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

Horizons Regional Council's (HRC) One Plan

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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable					
SSP-WS1 Safe water supply*.	Council's drinking water supply complies with the following parts of the drinking water quality assurance rules ¹ (h) T3 Bacterial Rules; and (j) D3.29 Microbiological Monitoring Rule ² in		On track					
			As at 31 January 2026					
			Scheme & Service population	Compliance Rules	Nov 2025	Dec 2025	Jan 2026	YTD
			*Serviced population is estimated as per 2023 census (Total: 30,175)					
			Levin *20,849	T3 Bacterial rules	All met	All met	All met	All met
			Foxton Foxton Beach Tokomaru	D3.29 Microbiological frequency Monitoring Rule	All met	All met	All met	All met
Shannon *1,819	T3 Bacterial rules	All met	All met	All met ²	All met			
	D3.29 Microbiological frequency Monitoring Rule	All met	All met	All met	All met			

¹ 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.

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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable			
Foxton *3,234	T3 Bacterial rules	All met	All met	All met ³	All met	
		D3.29 Microbiological Monitoring Rule	All met	All met	All me	All met
Foxton Beach *3,775	T3 Bacterial rules	All met	All met	All met	All met	
		D3.29 Microbiological Monitoring Rule	All met	All met	All met	All met
Tokomaru *497	T3 Bacterial rules	All met ¹	All met	All met	All met	
		D3.29 Microbiological Monitoring Rule	All met	All met	All met	All met
<p>All suppliers are compliant with T3 rules for the period. Compliance is calculated as 100%.</p> <p>Notes:</p> <ul style="list-style-type: none"> At Tokomaru on 10/11/25, there was a low FACe event (relates to T3.3). There was a calibration event at that time, so the period remains compliant.¹ At Shannon there was a low FAC event on 12/1/26 at 10:45 (relates to T3.3). The actual FAC reading for the time on Historian showed full compliance for the day. This discrepancy was caused by pH calibrations taken at the time.² In Foxton there was a low FAC event on 24/1/26 at 12:25 (relates to T3.3). There was no plant inflow at the time, so the period remains compliant.³ <p>All supplies are compliant with the D3.29 E. coli and coliform monitoring. Compliance is calculated as 100%.</p>						
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				

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable					
			Levin	0	0			
			Shannon & Mangaore	0	0			
			Foxton	0	0			
			Foxton Beach	0	0			
			Tokomaru	0	0			
			TOTAL	0	0			
			Notes					
			<ul style="list-style-type: none"> Bacterial Notifications: 0 Response E. coli and coliform samples: 0 					
SSP-WS2	Council's drinking water supply complies with the following parts of the drinking water quality assurance rules ³ (i) T3 Protozoal Rules. in		Not on track					
Safe water supply*.			As at 31 January 2026					
			Scheme & Service population	Compliance Rules	Nov 2025	Dec 2025	Jan 2026	YTD
			*Serviced population is estimated as per 2023 census (Total: 30,175)					
	Levin	All met	Levin *20,849	T3 Protozoal Rules	All Met	All Met	All Met	All Met
	Shannon	All met	Shannon *1,819	T3 Protozoal Rules	All Met	All Me	Almost Met ¹	Almost met ^{2,3}
	Foxton	All met	Foxton	T3 Protozoal Rules	All Met	All Met	All Met	All Met
	Foxton Beach	All met						
	Tokomaru	All met						

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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable			
*3,234						
Foxton Beach	T3 Protozoal Rules	All Met	All Met	All Met	All Met	All Met
*3,775						
Tokomaru	T3 Protozoal Rules	All Met	All Met	All Met	All Met	All Met
*497						

All supplies are compliant with T3 protozoal rules for the period. Compliance is calculated as 100% for Levin, Foxton, Foxton Beach, and Tokomaru for the months November 2025 to January 2026.

The event in Shannon in January 2026 caused a single day non-compliance, giving a result of 97% compliance for that month and 100% for the months November 2026 to December 2026.

Notes:

- In Shannon there was a spike in NTU for Rack A on 28/1/2026 at 16:53pm and Rack B on 29/1/26 at 16:47. This was caused when the racks were brought back online after their bi-annual "clean in place."¹
- 7th September: Confirmed 1min NTU failure at 11.30 rack B, calibration event likely however no form has been filled out, 1/30 so 97% compliant for month.²
- 6th Oct: Confirmed 1 min failures for NTU for both filter racks, at 7.28pm rack and 2.23pm rack b. 97% Compliant for the month - Calibration event likely however no form has been filled out.³

Protozoal Notifications to Taumata Arowai (unsafe supply of water)		
Area	Notifications	Comments
Levin	0	

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable	
			Shannon & Mangaore	0 Tubridy spikes at filters have auto shutdown limits set to protect the supply of treated water if events occur.
			Foxton	0
			Foxton Beach	0
			Tokomaru	0
			TOTAL	0
			Notes	
			<ul style="list-style-type: none"> Protozoal Notifications: 0 	
SSP-WS3	The total number of complaints received about any of the following (expressed per 1,000 connections):		Not on track	
Drinking water that tastes and looks satisfactory*.			As at 31 January 2026	
	Drinking water clarity;	1	Description	Result per 1000 connections
	Drinking water taste;	1	Clarity	0.78
	Drinking water odour;	1	Taste	0.28
	Drinking water pressure or flow;	1	Odour	0.35
	Continuity of supply; and	1	Pressure of flow	1.70
	Council's response to any of these issues.	1	Continuity of supply	3.39
			Council's response	0.00
			Total	6.50
			No. of complaints	92
			Comment	
			Clarity	On track
			Taste	On track
			Odour	On track
			Pressure of flow	Not on track
			Continuity of supply	Not on track
			Council's response	On track
	Total:	≤ 6	Notes:	
			<ul style="list-style-type: none"> A water shut down on 12 October 2025 triggered a total 30 customer service request queries. 	

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																				
			<ul style="list-style-type: none"> During planned maintenance work in January 2026 a new pressure sensor alarm was inadvertently triggered, which resulted in water being temporarily shut off. This led to 10 customer service request queries: 9 for Continuity of supply and 1 for Pressure of flow. <table border="1"> <thead> <tr> <th>Description</th> <th>No. of connections</th> </tr> </thead> <tbody> <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> </tbody> </table>	Description	No. of connections	Number of residential connections in the drinking water network as at 1 July 2025	13,172	Number of non-residential connections in the drinking water network as at 1 July 2025	972	Total number of connections as at 1 July 2025	14,144												
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Number of non-residential connections in the drinking water network as at 1 July 2025	972																						
Total number of connections as at 1 July 2025	14,144																						
SSP-WS4 Response to faults*.	The median time from the time that Council received notification, to the time that service personnel: Reach the site for urgent call-outs; Confirm resolution of the fault or interruption of urgent call-outs; Reach the site for non-urgent call-outs; and Confirm resolution of the fault or interruption of non-urgent call-outs.	< 1 hour < 8 hours < 3 days (72hrs) < 3 days (72hrs)	<p>On track</p> <p>As at 31 January 2026</p> <table border="1"> <thead> <tr> <th>Description</th> <th>Median target</th> <th>Median result</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>Reach the site for urgent call-outs</td> <td>< 1 hour</td> <td>21 minutes</td> <td></td> </tr> <tr> <td>Resolution of the fault or interruption of urgent call-outs</td> <td>< 8 hours</td> <td>59 minutes</td> <td></td> </tr> <tr> <td>Reach the site for non-urgent call-outs</td> <td>< 3 days</td> <td>19 hours 55 minutes</td> <td></td> </tr> <tr> <td>Resolution of the fault or interruption of non-urgent call-outs</td> <td>< 3 days</td> <td>22 hours 24 minutes</td> <td></td> </tr> </tbody> </table>	Description	Median target	Median result	Comment	Reach the site for urgent call-outs	< 1 hour	21 minutes		Resolution of the fault or interruption of urgent call-outs	< 8 hours	59 minutes		Reach the site for non-urgent call-outs	< 3 days	19 hours 55 minutes		Resolution of the fault or interruption of non-urgent call-outs	< 3 days	22 hours 24 minutes	
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Reach the site for non-urgent call-outs	< 3 days	19 hours 55 minutes																					
Resolution of the fault or interruption of non-urgent call-outs	< 3 days	22 hours 24 minutes																					

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																		
SSP-WS5 Water supply is sustainable*.	Average consumption of drinking water per person per day (lpcd) within the water supply areas (target based on Horizons One Plan - Section 5.4.3.1). lpcd – litres per capita per day.	≤ 300 lpcd	On track As at 31 January 2026 <table border="1"> <thead> <tr> <th>Quarter 1 result 1 July – 30 Sept</th> <th>Quarter 2 result 1 Oct – 31 Dec</th> <th>YTD Results Up to 31 Dec</th> </tr> </thead> <tbody> <tr> <td>252 L/person/day</td> <td>271 L/person/day</td> <td>261 L/person/day</td> </tr> </tbody> </table> <p>Note: This result is calculated on a quarterly basis as it is based on water meter readings which is done quarterly.</p>	Quarter 1 result 1 July – 30 Sept	Quarter 2 result 1 Oct – 31 Dec	YTD Results Up to 31 Dec	252 L/person/day	271 L/person/day	261 L/person/day												
Quarter 1 result 1 July – 30 Sept	Quarter 2 result 1 Oct – 31 Dec	YTD Results Up to 31 Dec																			
252 L/person/day	271 L/person/day	261 L/person/day																			
SSP-WS6 Minimal water losses*.	Real water loss performance of the network as measured by the standard World Bank Institute Band for Leakage.	Band "B"	On track As at 31 January 2026 <table border="1"> <thead> <tr> <th>Supply</th> <th>Snapshot – Infrastructure Leakage Index</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Levin</td> <td>B (3.60)</td> <td>On track</td> </tr> <tr> <td>Shannon & Mangaore</td> <td>B (2.60) A (0.10)</td> <td>On track</td> </tr> <tr> <td>Foxtton</td> <td>A (1.50)</td> <td>On track</td> </tr> <tr> <td>Foxtton Beach</td> <td>A (0.50)</td> <td>On track</td> </tr> <tr> <td>Tokomaru</td> <td>A (-1.20)</td> <td>On track</td> </tr> </tbody> </table> <p>Notes:</p> <ul style="list-style-type: none"> • Council reached our target if the Band for a plant falls on either band A or B. • For Horizons consent compliance for Levin, ILI needs to be less than 3.31 for less than 284L water loss per connection per day. <p>Band 'B' – The Infrastructure Leakage Index (ILI) is a performance indicator of real (physical) water loss from the supply network of the water distribution</p>	Supply	Snapshot – Infrastructure Leakage Index	Outcome	Levin	B (3.60)	On track	Shannon & Mangaore	B (2.60) A (0.10)	On track	Foxtton	A (1.50)	On track	Foxtton Beach	A (0.50)	On track	Tokomaru	A (-1.20)	On track
Supply	Snapshot – Infrastructure Leakage Index	Outcome																			
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Foxtton Beach	A (0.50)	On track																			
Tokomaru	A (-1.20)	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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable										
			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 January 2026 <table border="1"> <thead> <tr> <th></th> <th>YTD</th> </tr> </thead> <tbody> <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> </tbody> </table>		YTD	Abatement Notices	0	Infringement Notices	0	Enforcement Orders	0	Convictions	0
	YTD												
Abatement Notices	0												
Infringement Notices	0												
Enforcement Orders	0												
Convictions	0												

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

Wastewater Treatment

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable					
SSP-WW1 Reliable wastewater collection and disposal*.	The number of dry weather wastewater overflows from the wastewater system per 1,000 connections.	≤ 2	On track					
			<p>As at 31 January 2026</p> <table border="1"> <thead> <tr> <th></th> <th>Target per 1,000 connections</th> <th>Result per 1,000 connections</th> <th>No. of overflows</th> </tr> </thead> <tbody> <tr> <td>Number of overflows</td> <td>≤ 2</td> <td>0.69</td> <td>9</td> </tr> </tbody> </table> <p>Number of connections as at 1 July 2025: 12,985.</p>		Target per 1,000 connections	Result per 1,000 connections	No. of overflows	Number of overflows
	Target per 1,000 connections	Result per 1,000 connections	No. of overflows					
Number of overflows	≤ 2	0.69	9					
SSP-WW2 Council provides a good response to wastewater system faults reported*.	The median time (hrs) from the time that Council receives a notification, to the time that services personnel reach the site in responding to an overflow resulting from a wastewater blockage or other fault*.	< 1 hour	On track					
		<p>As at 31 January 2026</p> <table border="1"> <thead> <tr> <th>Target Response Time</th> <th>Result Response Time</th> </tr> </thead> <tbody> <tr> <td>< 1 hour</td> <td>29 minutes</td> </tr> <tr> <th>Target Resolution Time</th> <th>Result Resolution Time</th> </tr> <tr> <td>< 12 hours</td> <td>2 hours 17 minutes</td> </tr> </tbody> </table>	Target Response Time	Result Response Time	< 1 hour	29 minutes	Target Resolution Time	Result Resolution Time
Target Response Time	Result Response Time							
< 1 hour	29 minutes							
Target Resolution Time	Result Resolution Time							
< 12 hours	2 hours 17 minutes							
	The median time (hrs) from the time that Council receives a notification, to the time that services personnel confirm a resolution of a blockage or other fault within the wastewater system causing the overflow*.	< 12 hours						
SSP-WW3 The service is satisfactory*.	The total number of complaints received (expressed per 1,000 connections to the wastewater system) regarding:		On track					
			As at 31 January 2026					

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable			
	Wastewater odour;	< 4		Per 1000 connections	Total No. of complaints	Comments
	Wastewater systems faults;	< 6				
	Wastewater system blockages;	< 8	Odour	1.39	18	On track
	and Council's response to issues with its wastewater system.	< 4	Faults	0.62	8	On track
			Blockages	5.08	66	On track
			Council's response	0.08	1	On track
	Total number of complaints received about any of the above.	< 22	Total	07.16	93	
			Number of connections as at 1 July 2025: 12,985.			
SSP-WW4	The number of:		Not on track			
Safe disposal of wastewater*.	Abatement Notices;	0	As at 31 January 2026			
	Infringement Notices;	0		YTD		
	Enforcement Orders; and	0	Abatement Notices	1		
	Convictions	0	Infringement Notices	0		
	received by Council in relation to Horizons Regional Council resource consents* for discharge from its wastewater system.		Enforcement Orders	0		
			Convictions	0		
			Note: We received an abatement notice from the Horizons Regional Council at the end of September 2025 for the Levin Wastewater Treatment Plant ('the Pot'). This was in regard to failure to deliver the Annual Plan from the start of the consent ~2020. In addition, an Emerging Contaminants Strategy (PFAS) was never completed or created from the same outset time. Both are due annually and a schedule of delivery has been crafted to complete tasks within 6 months from the notice.			

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

Stormwater

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable								
SSP-SW1 An adequate stormwater system*.	Number of flooding events that occur in the district.	< 5 per year	On track As at 31 January 2026 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 at 31 January 2026 <table border="1"> <thead> <tr> <th>Target</th> <th>Result</th> <th>Per 1,000 connections</th> <th>Habitable floors affected</th> </tr> </thead> <tbody> <tr> <td>2 or less</td> <td>0</td> <td>0</td> <td>There were no flooding events</td> </tr> </tbody> </table> Number of connections as at 1 July 2025: 13,793.	Target	Result	Per 1,000 connections	Habitable floors affected	2 or less	0	0	There were no flooding events
Target	Result	Per 1,000 connections	Habitable floors affected								
2 or less	0	0	There were no flooding events								
SSP-SW3 Response to faults*.	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site.	< 1 hour	On track As at 31 January 2026 <table border="1"> <thead> <tr> <th>Target</th> <th>Result</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>< 1 hour</td> <td>0</td> <td>There were no flooding events</td> </tr> </tbody> </table>	Target	Result	Comment	< 1 hour	0	There were no flooding events		
Target	Result	Comment									
< 1 hour	0	There were no flooding events									
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 at 31 January 2026								

Land Transport

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-LT1 A safe road network*.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network.	No (or zero) change or a reduction from previous year.	Unable to report To be reported at financial year end.
SSP-LT2 Roads in good condition*.	The average quality of ride on a sealed local road network measured by smooth travel exposure.	Minimum 85%.	Unable to report Inspection is done once a year. To be reported at financial year end.
SSP-LT3 Roads that are maintained well*.	The percentage of the sealed local road network that is resurfaced annually.	Minimum of 3.5% of total area.	Unable to report To be reported at financial year end after reseals are completed.
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 at 31 January 2026 96.89% of footpaths were in excellent to average condition and 3.11 in a poor or very poor condition.
SSP-LT5 Good response to service requests*.	The percentage of customer service requests relating to roads and footpaths to which Council responds within 15 working days.	> 95%	On track As at 31 January 2026 93.8% (898/957) requests relating to roads and footpaths were responded to within 15 working days.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
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.	Increase year on year.	Not on track We were unable to determine a baseline during this financial year. NZTA Waka Kotahi reduced funding for this work, and no work was done in this space. Note: As we have limited or no funding for cycling investment, it is unlikely that we will achieve either the 'determine baseline' or the 'increase from previous year' for remainder of the LTP term.

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

Solid Waste

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable									
SSP-SD1 Ensuring the health, safety and wellbeing of our community by collecting refuse and recycling in a timely and sanitary manner.	Number of legitimate complaints ⁴ Recycling bins Kerbside collection.	Recycling: 5 legitimate complaints per 1,000 bins issued annually	On track As at 31 January 2026 <table border="1"> <thead> <tr> <th>Target permitted</th> <th>No. of legitimate complaints</th> <th>No. of complaints per 1,000 bins</th> </tr> </thead> <tbody> <tr> <td colspan="3">Recycling</td> </tr> <tr> <td>*80 permitted p/a</td> <td>40</td> <td>2.51</td> </tr> </tbody> </table> Number of bins: 15,964 *Target calculation: $(15,964/1,000) \times 5 = 80$ Result: $(40/15,964) \times 1,000 = 2.51$	Target permitted	No. of legitimate complaints	No. of complaints per 1,000 bins	Recycling			*80 permitted p/a	40	2.51
Target permitted	No. of legitimate complaints	No. of complaints per 1,000 bins										
Recycling												
*80 permitted p/a	40	2.51										

⁴ Legitimate complaints do not include when bin was put out on the wrong week; bin was not out at time of collection and the bin was not collected due to contamination.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable									
		Kerbside collection: 1 legitimate complaint per 800 bags sold annually.	<table border="1"> <thead> <tr> <th>Target permitted</th> <th>No. of legitimate complaints</th> <th>No. of complaints per 800 bags</th> </tr> </thead> <tbody> <tr> <td colspan="3">Kerbside collection</td> </tr> <tr> <td>*43 permitted for YTD</td> <td>31</td> <td>0.72</td> </tr> </tbody> </table> <p>Number of bags sold as at 31 January 2026: 34,600 *Target calculation: $(34,600/800) \times 1 = 43.25$ Result: $(31/34,600 \times 800) = 0.72$</p>	Target permitted	No. of legitimate complaints	No. of complaints per 800 bags	Kerbside collection			*43 permitted for YTD	31	0.72
Target permitted	No. of legitimate complaints	No. of complaints per 800 bags										
Kerbside collection												
*43 permitted for YTD	31	0.72										
SSP-SD2	Meet the targets set in the Waste Management Minimisation Plan (WMMP ⁵).	100% of targets.	<p>Not on track</p> <p>As at 31 January 2026 90% (9/10) targets due this financial year are on track as set in the Waste Management Minimisation Plan (WMMP).</p> <p>Of these:</p> <ul style="list-style-type: none"> The target related to flytipping cannot be measured. The flytipping is collected by our contractor Green by Nature with other waste from litter bins and parks and property shrubbery (greenwaste). This is an economical means to manage council's day to day costs. The waste diversion target (30% by 2026) has not been measured as we do not yet have the necessary commercially sensitive waste tonnage data. This data accessibility will likely 									

⁵ <https://www.horowhenua.govt.nz/files/assets/public/v/2/council-documents/plans/horowhenua-waste-management-and-minimisation-plan-2024-august-2024.pdf>

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			<p>improve when the waste collectors' licence is approved and circulated among waste collectors.</p> <p>Notes:</p> <ul style="list-style-type: none"> Three other targets are scheduled for 2028 and 2029 respectively so are not reported on in the targets for this year.

Community Facilities

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																		
SSP-CF1	Number of opportunities ⁶ provided for the community and by the community ⁷ that enhances wellbeing and safety in or through the use of our aquatic facilities.	500 opportunities per calendar month.	On track																		
Our aquatic centres support and enhance community wellbeing and safety.			As at 31 January 2026																		
			<table border="1"> <thead> <tr> <th>Month</th> <th>No. of opportunities</th> </tr> </thead> <tbody> <tr> <td>July 2025</td> <td>893</td> </tr> <tr> <td>Aug 2025</td> <td>888</td> </tr> <tr> <td>Sept 2025</td> <td>1,054</td> </tr> <tr> <td>Oct 2025</td> <td>1,059</td> </tr> <tr> <td>Nov 2025</td> <td>1,102</td> </tr> <tr> <td>Dec 2025</td> <td>957</td> </tr> <tr> <td>Jan 2026</td> <td>259</td> </tr> <tr> <td>YTD</td> <td>6,212</td> </tr> </tbody> </table>	Month	No. of opportunities	July 2025	893	Aug 2025	888	Sept 2025	1,054	Oct 2025	1,059	Nov 2025	1,102	Dec 2025	957	Jan 2026	259	YTD	6,212
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Dec 2025	957																				
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YTD	6,212																				

⁶ Such as swimming lessons, training, competitions, events and fitness classes.

⁷ Swim schools, clubs, organisations

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-CF2 Community has access to a range of current information that inspires, entices and informs in both print and digital format.	Contribute to community literacy by providing curated collections of physical and digital resources.	≥3 resources per capita.	On track As at 31 January 2026 The community had access to a minimum of 3.5 resources per capita <ul style="list-style-type: none"> • 76,249 physical resources • 58,707 digital resources (owned) Measured by 38,100 capita.
SSP-CF3 Libraries and community facilities meet the community's needs.	Percent of residents and non-residents satisfied with library and community services based on the Annual Customer Satisfaction Survey.	≥ 92%	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.

Community Infrastructure

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-CI1 A range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural and environmental wellbeing of the community.	Playground facilities receive a monthly inspection by a suitably qualified person to ensure they comply with relevant National Playground standards and findings of inspection are actioned (or plan put in place) before the next inspection.	≥ 90% of playgrounds resources per capita.	On track As at 31 January 2026 95.6% (22/23) playgrounds were inspected by a suitably qualified person. Muaūpoko Park closed and not inspected. No failures identified during previous inspections requiring action before the next inspection. No failures were identified during the latest inspection.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
<p>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.</p>	<p>Parks and reserves maintenance contracts are administered and monitored on a regular basis, as per contract specifications.</p>	<p>Achieve</p>	<p>On track As at 31 January 2026 95.7% (target of 95% as per the contract) of parks and reserves maintenance contracts were administered and monitored as per contract specifications.</p>
<p>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.</p>	<p>Sports grounds are made available for use with appropriate ground condition.</p>	<p>0 complaints made about sports grounds availability and conditions.</p>	<p>On track As at 31 January 2026 No complaints were made about sports ground availability, and no complaints were made about sport ground conditions.</p>
<p>SSP-CI4 Clean and safe public toilets</p>	<p>Public toilet maintenance contracts are administered and monitored on a regular basis, as per contract specifications.</p>	<p>Achieve</p>	<p>On track As at 31 January 2026 92% (target is 85% as per contract) of public toilet maintenance contracts were administered and monitored as per contract specifications.</p>
<p>SSP-CI5 Cemeteries are fit for purpose and meet the changing needs of our community now and into the future.</p>	<p>Across the district's cemeteries, there is a continuous availability of 10% of developed burial plots (of any type) at any given time.</p>	<p>Achieve</p>	<p>Not on track As at 31 January 2026 There was a continuous availability of 8% (1,913) of developed plots (of any type) across the district's cemeteries at any given time.</p>

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			Note: Cemeteries continue under a programme of development with additional plots to be created during 2025/26.

Property

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

Representation and Community Leadership

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-RCL1 Council supports residents and ratepayers to have their views heard and considered in Council decision-making.	Regular opportunities ⁸ are provided for the community to influence decision-making.	100 opportunities per year.	On track As at 31 January 2026 48 opportunities were provided for the community to influence decision-making.
SSP-RCL2 Council is transparent and accountable to the community.	Council agendas are available on the website 2 working days prior to the relevant meeting.	≥ 95% of agenda and minutes.	On track As at 31 January 2026

⁸ 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/Not applicable
	Council meeting minutes are available on the website 2 working days after the relevant meeting ⁹ .		<ul style="list-style-type: none"> 100% of Council agendas were available on the website two working days prior to the relevant meeting 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.	<p>On track</p> <p>As at 31 January 2026 100% of strategic projects, plans and corporate documents developed and delivered contributed to our Community Outcomes.</p> <p>Activation of Levin Town Centre</p> <ul style="list-style-type: none"> Continued collaboration between TWC and HDC to progress contract obligations required for the Levin War Memorial Hall and Village Green redevelopment. Expression of Interest for the Redevelopment of the Bath Street and Salisbury Street Carpark was undertaken. Three respondents were approved to progress to participate in a closed Request for Proposal process. Access and Parking Strategy survey was carried out during November 2025 to January 2026 to gauge community feedback to input into the draft strategy.

⁹ Council meetings, committee meetings, and Board Meetings.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			<ul style="list-style-type: none"> • Council approved an approach for the future direction and pathway for the redevelopment of the Council-owned Oxford Street properties. • Finalised stage one works to enhance and improve the former Women’s Bowling Club space within the Thompson House Gardens. • Proposed improvements to the accessways within the Levin Domain. • Arterra finalising the further changes required to the 3D digital visualisation video of the Levin Town Centre. • Work on the Retail Transformation Strategy is progressing by THCL. <p>Annual Plan 2026/27</p> <ul style="list-style-type: none"> • Council agreed the Annual Plan budget, proposed rates increase and approach to consultation on 17 December 2025. <p>Annual Report 2024/25</p> <ul style="list-style-type: none"> • Annual Report adopted within statutory timeframe – 8 October 2025. • Annual Report clean Audit Report received – 8 October 2025. <p>Climate Action Plan</p> <ul style="list-style-type: none"> • Officers are continuing with the actions in the Climate Action Plan – namely this is to engage with regional partners, track sustainability improvements made to our BAU practice, and the allocation of a community grant at the end of 2025, as reported on in the last report.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			<p>District Plan Changes</p> <ul style="list-style-type: none"> Officers are awaiting a decision from Ministry for the Environment on Plan Change 6A as to whether we can continue with the process (this is an additional step required due to Minister Bishop's announcement that most plan change work should stop until resource management reform is completed). <p>Foxton and Foxton Beach Community Plan</p> <ul style="list-style-type: none"> The draft Community Plan document is nearing completion. Officers are currently working with theme leads to finalise the remaining information required. <p>Shannon/Otāuru Community Plan</p> <ul style="list-style-type: none"> The Shannon Community Plan Working Group continues to meet monthly to further develop the four priority areas. The group has also been working on developing a shared brand, as they continue to strengthen collaborative ways of working to maximise resources and opportunities.

Community Support

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-CS1 The community is supported to be prepared for an emergency.	Staff are trained and ready to respond and support the community in an emergency.	80% of full-time staff completed Integrated Training	Unable to report As at 31 January 2026

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
		<p>Framework Foundation within 6 months of commencing.</p> <p>50% of full-time staff completed Integrated Training Framework Intermediate within 1 year of commencing.</p>	<p>Staff have identified an opportunity to improve how this SSP is currently reported. Through reviewing previous reporting, it became clear that not all full-time staff are required to complete the Integrated Training Framework (ITF) Foundation. Including all full-time staff in the measure – while technically aligned with the wording of the SSP – can skew the percentage figures.</p> <p>Work is now underway to clarify the reporting approach. The intention is to continue reporting against the current measure, while also introducing an additional measure that reflects the percentage of full-time staff who are required to complete the ITF Foundation and have either completed it or are booked to complete it within six months of starting.</p> <p>Once the reporting process and system settings are confirmed, staff will be able to provide clearer progress updates. The aim is to have this improvement in place by the next OPR reporting cycle</p>

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-CS2 We are able to continue to operate during high impact emergency events.	Complete a comprehensive Emergency Operations Centre (EOC) capability audit ¹⁰ every two years to ensure compliance with the Civil Defence Emergency Management (CDEM) Act 2002. This audit must be conducted by an independent suitably qualified person.	An audit is conducted every two years.	Not applicable As at 31 January 2026 An EOC capability audit was carried out during the 2024/25 financial year. The next audit will be carried out in the last quarter of the 2026/27 financial year.
SSP-CS3 Community organisations to ensure transparency regarding the allocation of Council-provided financial support.	Community organisations receiving funds for essential services to fulfil monitoring and reporting obligations.	100%	On track As at 31 January 2026 100% of the community organisations receiving funds for essential services during the 2024/25 financial year fulfilled monitoring and reporting obligations for reports. Monitoring and Reporting for the 2025/26 financial year is due on 30 June 2026.
SSP-CS4 Collaboration with and advocacy (including business development and new business investment in the	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.

¹⁰ 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/Not applicable
Horowhenua 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 ¹¹ provided by Council.	≥ 30	On track As at 31 January 2026 105 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 13 events and 92 communication posts (website, news, social media posts, or other).

Regulatory Services

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
SSP-RS1 Processing of applications under the Resource Management Act (RMA) 1991.	Percentage of resource consent applications that are processed within statutory timeframes.	95%	Not on track As at 31 January 2026 74.1% (83/112) resource consent applications were processed within statutory timeframes. The level of compliance with statutory timeframes has increased as process bottlenecks are resolved and work

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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			continues to ensure better visibility and clarity of the process.
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 within statutory timeframes.	95%	On track As at 31 January 2026 96.5% (304/315) 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%	Not applicable As at 31 January 2026 No existing food businesses received a poor verification outcome and consequently no food businesses required revisiting within 20 working days.
SSP-RS4 Community confidence and wellbeing is ensured in the safety of food and alcohol premises' businesses.	Percentage of high-risk alcohol premises that are visited at least twice a year.	100%	Not applicable As at 31 January 2026 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 at 31 January 2026 100% of the time Animal Control staff were rostered and available on a 24 hr. 7 day a week basis.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
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 at 31 January 2026 98% (885/903) of noise complaints were responded to within 60 minutes. Notes: While the target is to respond to all complaints within 60 minutes, this is not always possible. Contractor capacity (1 overnight officer to attend jobs over the entire District). Some jobs may be more complex than others leading to longer visit times.

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	15	■
Not on track	7	■
Unable to Report	3	■
Total	25	■

Water Supply

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable				
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 at 31 January 2026 Overall energy consumption was increased by +0.9% year to date across the water supply network.				
			Nov 2025	Dec 2025	Jan 2026	YTD	
			Levin WTP	-5.7	-9.6	-10.8	-1.8
			Foxton WTP	+44.5	+40.4	+70.8	+28.1
			Foxton Beach WTP	+10.5	-18.9	+5.2	+34.1
			Tokomaru intake pumps	+1.5	-20.8	-28.2	-15.1
			Levin intake	-10.5	-13.7	-21.7	-12.6
			Lady's mile Foxton	+12.8	+8.2	+15.8	-8.3

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable			
			Clyde bore	+9.4	-1.7	+19.5
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 at 31 January 2026 Work has continued progressing the priority workstreams including: <ul style="list-style-type: none"> • Update of the masterplan to include work done to date. • Development of the Principal Requirements for the following work streams: Clarifier Bypass/Standby UV/Filter gallery pipework renewal. • Concept design for a new treated water reservoir. 			

Wastewater Treatment

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable			
			Nov 2025	Dec 2025	Jan 2026	YTD
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 at 31 January 2026 Overall energy consumption was increased by 0.2% year to date across the wastewater network.			

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable															
			<table border="1"> <tr> <td>Levin WWTP transfer pump</td> <td>+21.8</td> <td>-65.4</td> <td>+10.1</td> <td>-17.2</td> </tr> <tr> <td>Waitārere WWTP</td> <td>+156.3</td> <td>+78.3</td> <td>+12.4</td> <td>+58.7</td> </tr> <tr> <td>“The Pot” pumping station</td> <td>+7.3</td> <td>+6.1</td> <td>+1.7</td> <td>-11.6</td> </tr> </table>	Levin WWTP transfer pump	+21.8	-65.4	+10.1	-17.2	Waitārere WWTP	+156.3	+78.3	+12.4	+58.7	“The Pot” pumping station	+7.3	+6.1	+1.7	-11.6
Levin WWTP transfer pump	+21.8	-65.4	+10.1	-17.2														
Waitārere WWTP	+156.3	+78.3	+12.4	+58.7														
“The Pot” pumping station	+7.3	+6.1	+1.7	-11.6														
OPM-WW2 We reduce our impact on the environment.	Implement the Levin Wastewater Treatment Plant Master Plan.	100% of masterplan milestones met.	<p>On track</p> <p>As at 31 January 2026</p> <p>Implementation of the master plan is underway. The following priority work streams are being progressed.</p> <ul style="list-style-type: none"> • Development of the masterplan into a delivery plan for future investment. • Stage 2 of the Inlet pipe and Bulkmain construction is underway. • Headworks request for tender went out to market in November 2025. Submissions close 10 April 2026. Construction planned for 2026/27. • Concept Design – to develop the future layout, sizing, flows and loads. • The Pot irrigation expansion analysis in preparation for consenting for new irrigation area to meet the needs for 2045. 															

Stormwater

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
OPM-SW1 We identify priority areas to focus our stormwater	Develop and implement a Catchment Management Plan Work Plan including milestones.	100% of milestones met.	<p>Not on track</p> <p>As at 31 January 2026</p>

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
	investment on such as resilience and freshwater quality.		The Catchment Management Plan Work Plan is scheduled for adoption by 1 July 2026.

Land Transport

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

Solid Waste

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
OPM-SD1 Reduce our impact on the environment Promote Waste Minimisation in the community.	Number of opportunities ¹² in which the community is educated on waste minimisation practices.	≥ 6	On track As at 31 January 2026 15 opportunities to educate the community on waste minimisation practices were provided: <ul style="list-style-type: none"> • 6 Waste events, including the Council Expo, • 3 Community Connection posts • 6 Facebook posts 16 Enviroschools are enrolled district wide.

Community Facilities and Services

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
OPM-CF1 Customers have access to programmes and initiatives	Number of participants in programmes delivered from our Community Facilities that provide	≥ 30,000	On Track As at 31 January 2026

¹² School programmes, communications, events etc.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
that enhance the wellbeing of the district.	equitable access to community services.		<p>Participation levels are tracking slightly below the proportional target at this point in the year. This reflects a deliberate shift in approach, with the programme focusing on fewer events overall but prioritising activities that attract larger audiences and deliver greater community impact.</p> <p>Several significant events are scheduled in the coming months, including Matariki celebrations and other community programmes that traditionally draw strong participation. Based on the current programme pipeline and anticipated attendance, staff are confident the annual target remains achievable.</p>
OPM-CF2 Providing affordable and accessible community spaces for groups.	Percentage of bookings that paid a community or free rate.	≥ 60%	<p>On track</p> <p>As at 31 January 2026 86% (1,162/1,350) of bookings were charged in accordance with a community or free rate.</p>
OPM-CF3 We are prepared and equipped to prevent high risk situations ¹³ by having an appropriate number of appropriately trained staff and relevant equipment.	Number of high-risk incidents.	0	<p>On track</p> <p>As at 31 January 2026 There were no high-risk incidents.</p>

¹³ Resuscitation required.

Community Infrastructure

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
<p>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.</p>	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.	<p>On track</p> <p>As at 31 January 2026</p> <ul style="list-style-type: none"> 81% residential dwellings in urban areas were within 400 metres of a local reserve (either Council or privately provided) and 90% were within 800 metres of playgrounds or reserves destinations.

Property

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
<p>OPM-P1 We have processes to ensure Council properties are used and maintained appropriately and safely.</p>	Percent of buildings with compliance schedules that will have current building WOF.	100% of buildings.	<p>On track</p> <p>As at 31 January 2026 100% (22/22) of buildings with compliance schedules have a current building WOF.</p>
<p>OPM-P2 We have processes to ensure Council properties are used and maintained appropriately and safely.</p>	Planned maintenance of Council owned properties as detailed in the asset register is carried out or appropriately deferred.	Achieve	<p>On track</p> <p>As at 31 January 2026 18/21 planned maintenance of Council owned properties were carried out or appropriately deferred as detailed in the asset register.</p>

Representation and Community Leadership

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
OPM-RCL1 Māori engagement is improved.	A Māori Engagement Framework is developed, implemented and monitored.	Achieve	<p>On track</p> <p>As at 31 January 2026</p> <ul style="list-style-type: none"> The Iwi/Hapū Relationships Framework was adopted by Council in August 2025. The new name is Tiraki and it is available on our Council website. Work is being undertaken to operationalise the framework. Latest progress includes: <ul style="list-style-type: none"> Partnership agreements are being reviewed Implementation approaches are being investigated

Community Support

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																																
OPM-CS1 Māori aspirations are supported.	Number of local programmes, grants and activities that respond to Māori aspirations.	Increase baseline: Baseline for 2025/26: <ul style="list-style-type: none"> 2 local programmes 25 grants and 10 activities 	<p>On track</p> <p>As at 31 January 2026</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Programmes</th> <th>Grants</th> <th>Activities</th> </tr> </thead> <tbody> <tr> <td>July 2025</td> <td colspan="3">Baseline established</td> </tr> <tr> <td>Aug 2025</td> <td>0</td> <td>0</td> <td>2</td> </tr> <tr> <td>Sept 2025</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Oct 2025</td> <td>0</td> <td>11</td> <td>2</td> </tr> <tr> <td>Nov 2025</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Dec 2025</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Jan 2026</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Month	Programmes	Grants	Activities	July 2025	Baseline established			Aug 2025	0	0	2	Sept 2025	0	0	0	Oct 2025	0	11	2	Nov 2025	0	0	1	Dec 2025	0	0	0	Jan 2026	0	0	0
Month	Programmes	Grants	Activities																																
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Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable																					
			YTD	0	11	5																		
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 at 31 January 2026 28 opportunities to connect were supported by Council:																					
			<table border="1"> <thead> <tr> <th>Month</th> <th>No. of opportunities</th> </tr> </thead> <tbody> <tr> <td>July 2025</td> <td>4</td> </tr> <tr> <td>Aug 2025</td> <td>9</td> </tr> <tr> <td>Sept 2025</td> <td>3</td> </tr> <tr> <td>Oct 2025</td> <td>7</td> </tr> <tr> <td>Nov 2025</td> <td>1</td> </tr> <tr> <td>Dec 2025</td> <td>3</td> </tr> <tr> <td>Jan 2026</td> <td>1</td> </tr> <tr> <td>YTD</td> <td>28</td> </tr> </tbody> </table>				Month	No. of opportunities	July 2025	4	Aug 2025	9	Sept 2025	3	Oct 2025	7	Nov 2025	1	Dec 2025	3	Jan 2026	1	YTD	28
Month	No. of opportunities																							
July 2025	4																							
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Oct 2025	7																							
Nov 2025	1																							
Dec 2025	3																							
Jan 2026	1																							
YTD	28																							
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	Not on track																					
			As at 31 January 2026 77 individuals participated in Capacity and Capability Building Programme workshops or training year to date.																					
			<table border="1"> <thead> <tr> <th>Month</th> <th>No. of opportunities</th> </tr> </thead> <tbody> <tr> <td>July 2025</td> <td>32</td> </tr> <tr> <td>Aug 2025</td> <td>12</td> </tr> <tr> <td>Sept 2025</td> <td>5</td> </tr> <tr> <td>Oct 2025</td> <td>12</td> </tr> <tr> <td>Nov 2025</td> <td>16</td> </tr> </tbody> </table>				Month	No. of opportunities	July 2025	32	Aug 2025	12	Sept 2025	5	Oct 2025	12	Nov 2025	16						
Month	No. of opportunities																							
July 2025	32																							
Aug 2025	12																							
Sept 2025	5																							
Oct 2025	12																							
Nov 2025	16																							

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable	
			Dec 2025	0
			Jan 2026	0
			YTD	77
			<p>Note: There were no activities in December and January due to staffing shortages and the holiday period.</p> <p>While the target is currently not being met, staff remain committed to achieving it and are actively identifying actions to reach the target.</p>	
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.	≥ 35	<p>Not on track</p> <p>As at 31 January 2026 2 young people were supported into employment.</p> <p>Note: Two full-time resources are now employed and therefore and in the next reporting period, we will be reporting approximately 20 placements. The Team have also been running programming and employer information sessions to support rangatahi in building their skills. There are still challenges with the local job market and number of available roles.</p>	
OPM-CS5 Connecting our community and Council through authentic engagement.	Increase our Net Promotor Score ¹⁴ .	Increase by 8.0 points year on year.	<p>Unable to Report</p> <p>The next Annual Customer Satisfaction Survey results will be available in June 2026.</p>	

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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
OPM-CS6 Connecting our community and Council through authentic engagement.	Increase brand perception via overall customer satisfaction ¹⁵ .	Increase by 6% year on year.	Unable to Report The next Annual Customer Satisfaction Survey results will be available in June 2026.
OPM-CS7 Drive sustainable visitor growth to the district, build local tourism capability and work alongside iwi, business and community to achieve favourable economic, social, environmental and cultural outcomes.	Increase total number of engaged sessions ¹⁶ to https://horowhenuanz.co.nz .	Increase by 10% year on year.	On track As at 31 January 2026 Engaged sessions increased to 38,670, up 17% on the same period last year.
OPM-CS8 Drive sustainable visitor growth to the district, build local tourism capability and work alongside iwi, business and community to achieve	Increase total number of website referrals ¹⁷ from https://horowhenuanz.co.nz .	Increase by 10% year on year.	On track As at 31 January 2026 Year-to-date website referrals reached 15,729, representing a 46% increase on the same period last year.

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

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

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

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
favourable economic, social, 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.	<p>On track</p> <p>As at 31 January 2026</p> <p>Monthly pulse surveys commenced in January 2026, with surveys being sent to customers who lodged a CRM and it was closed in the previous month. Survey response rate is sitting at 30% with responses being sent to SLC to provide insight and enable direct follow-up.</p> <p>Improvements made using voice of the customer responses include:</p> <ul style="list-style-type: none"> • Amendments to our public information on our website for property files; • Changes to our template letters used for swimming pool inspection bookings; • Reviewed the way our afterhours system records barking dog complaints.
OPM-CS10 Staff have knowledge and understanding to effectively engage with Māori.	A cultural competence framework ¹⁸ is developed and milestones are met.	100% of milestones.	<p>As at 31 January 2026</p> <p>Progress toward strengthening cultural competency across the organisation is being achieved through internal capability building initiatives, including a series of Tūhono workshops delivered across a range of topics.</p>

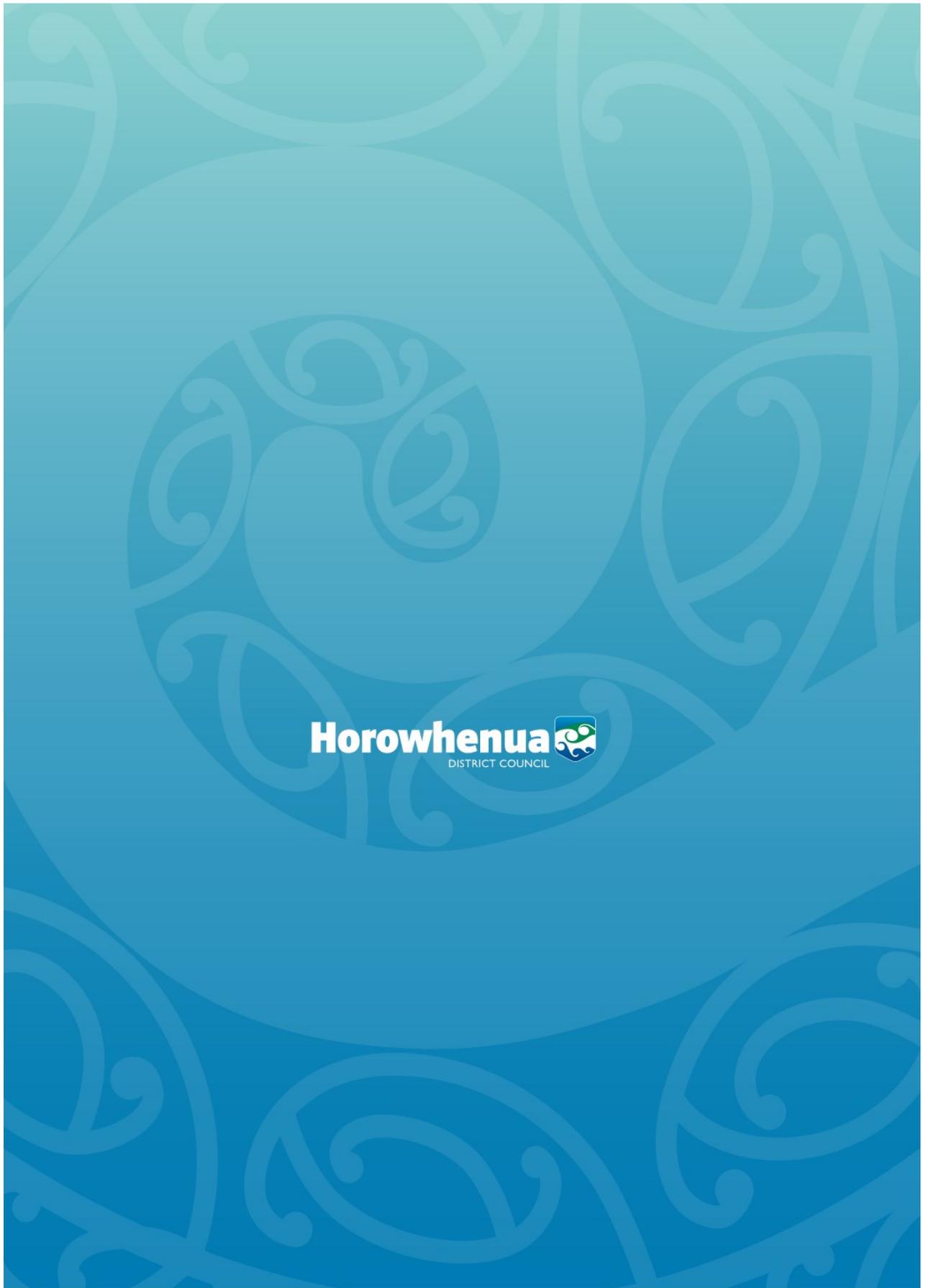
¹⁸ May include core competency areas such as Te Reo Māori, Te Ao Māori, Kawa & Tikanga, Te Tiriti o Waitangi and Engagement with Māori.

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			<p>To date, 190 staff have participated in these sessions, supporting increased understanding and confidence in engaging with te ao Māori and iwi/hapū partners.</p> <p>This approach is contributing to achieving the intent of the measure.</p>
<p>OPM-CS11 Provide funding for projects and initiatives that build partnerships and are community-led.</p>	<p>Successful grant applications demonstrate benefits that align to Council's outcomes and priorities.</p>	<p>≥ 95%</p>	<p>On track</p> <p>As at 31 January 2026 100% of successful Round 1 grant applications (closed on 31 August 2025) demonstrated benefits that align to Council's outcomes and priorities.</p> <p>The accountability reports for the Round 1 grant application accountabilities are due on 31 July 2026.</p> <p>Round 2 is due to close 3 March 2026.</p>

Regulatory Services

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
<p>OPM-RS1 Community wellbeing is protected by being kept safe from dogs identified as posing the most risk.</p>	<p>The percentage of cases of non-compliance for dogs that are classified as dangerous or menacing, reach compliance within 3 months.</p>	<p>≥ 95%</p>	<p>Not on track</p> <p>As at 31 January 2026 92.9% (13 out of 14) cases of non-compliance for dogs that are classified as dangerous or menacing, reached compliance within 3 months.</p>

Ref & Service	How performance is measured	Target	On track/Not on track/Unable to report/Not applicable
			In addition to the 14 cases above, a further 1 dog that was classified as menacing in January 2025, is still within the three-month timeframe to comply with their relevant condition.



File No.: 26/113

8.2 Council Resolution and Actions Monitoring Report March 2026

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 Delivering everyday

While navigating a period of significant change, we will continue to deliver our services to our community effectively, efficiently, and reliably, maintaining strong business-as-usual performance as we implement our Council priorities.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Council receive and note Report 26/113 Council Resolution and Actions Monitoring Report March 2026.

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 - March 2026	300

Council Actions Monitoring Report March 2026

	Completed
	In progress
	Transferred
	Waiting on third party
	Off track

Reference	Resolution/Action	Officer	Due date	Status	Officer Update
CO/2023/146	That Council direct the Chief Executive to meet with executive leaders of Horizons and other parties including the Manawatū 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		Initial discussions with the Department of Conservation in 2025 have indicated an interest in vesting the land to Council. Local iwi and hapū have also expressed interest in the site. Officers will prepare a report for Council consideration later in 2026.
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		We understand that Te Tūmatakahuki will be meeting at the end of February to discuss potential road name suggestions, with a view to providing these to Council mid-March. This is the final piece to the initial road name register so we are working in parallel on the policy document and anticipate being able to bring the amended road naming

Last Updated: February 2026

					policy and new register to Council for consideration at the May meeting (<i>or earlier if possible</i>).
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 new updates, the funding support request for the River Loop project currently sits with Ministers. Council support has been through the support provided by The Horowhenua Company Limited in assisting with liaising with DIA officials and guidance on the funding applications to Government and other external funders.
	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		Te Tūmatakahuki have presented Council with 4 options. Officers have corresponded with Rangitāne and will brief Te Awahou Foxton Community Board mid-March to get direction on next steps.
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	L Winiata	30/06/2026		Officers have made several attempts to engage with the private landowners to confirm their willingness to enter into a long-term agreement that would enable the bridge replacement to proceed. At this stage, officers are still awaiting confirmation from the landowners on how they wish to move

Last Updated: February 2026

	confirmed long term agreement in place.				forward. Once this position is clarified, officers will be able to provide further advice to Council on the next steps.
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		Engagement with landowners and partner agencies is underway, with current efforts focused on education initiatives and improvements to signage. As the estuary land is not Council-owned, officers are assessing potential options to support improved dog control; however, available enforcement and regulatory levers are limited. Officers will continue working collaboratively with stakeholders to identify practical and achievable measures.
CO/2025/171	That Council endorses the Levin Closed Landfill Management Plan (CLMP) [in principle]. 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 Haigh	30/06/2026		<p>As agreed with NLG and PMG, a draft copy of the revised consent conditions (needed to support a closed landfill) have been circulated for feedback. Officers have also met with the NLG to discuss the revised conditions an NLG has been scheduled for 3 March 2026 to go through feedback to the revised conditions. As a living document officers will continue to work with the community in adapting the CLMP ensuring improved environmental outcomes.</p> <p>T&T Completed the Review which has been presented to the NLG, PMG and Elected Members. The agreed focus now turns towards:</p> <ol style="list-style-type: none"> 1. Development of an Enhanced Monitoring Framework – T&T commissioned to develop draft

Last Updated: February 2026

					<p>framework by end March 2025 that provides fit for purpose monitoring of groundwater and leachate plumes.</p> <p>2. Investigate and initiate opportunities to support the performance and enhancement of the existing wetland. Council currently working with T&T to engage a wetland specialist to lead design accurate enhancement strategies.</p> <p>3. Procurement of Tatana Block to assist with the new fit for purpose monitoring framework, wetland enhancement and ongoing environmental improvements. Council have secured this property.</p>
CO/2025/172	<p>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, and the Landfill Agreement.</p> <p>That Council notes funding to continue researching and validating alternate opportunities including onsite treatment of leachate, additional capping of the Old</p>	D Haigh	30/06/2026		<p>The Closed Landfill Monitoring Framework Group are currently working with T&T to adopt an Enhanced Monitoring Framework.</p> <p>This framework is pivotal to informing the direction or investment in any BPO opportunities that also includes wetland enhancement and investigating extraction/treatment options.</p>

Last Updated: February 2026

	Levin Landfill or wetland planting will come from the approved existing Best Practicable Option (BPO) funding.				
CO/2025/173	That Council notes Officers will be presenting back a report in December 2025, which takes on board expert peer review and iwi and community advice and voice, to set out the detailed delivery of landfill aftercare actions, as provided for in the Landfill Agreement and the Levin Closed Landfill Management Plan. This will provide recommendations to Council specifically on leachate intervention, capping of the old landfill and potential purchase of adjoining land for wetland creation.	D Haigh	31/12/2025		As indicated above the Report with T&T Review Findings delivered to Council in December 2025. Officers continue to work with PMG and NLG on key action points
CO/2025/174	That Officers report back the monitoring framework following engagement with PMG and NLG, that provides assurance to Council on the	D Haigh	30/06/2025		Engagement meetings with PMG and NLG were undertaken in November & December 2025. Officers continue to work with the PMG/NLG as we look to finalise the updated monitoring framework and programme March 2026 including further meetings with NLG and PMG.

Last Updated: February 2026

	ongoing commitments to testing of the Hokio Stream.				
CO/2025/238	That Council requests Officers seek an easement with DoC and provides vehicle access to the beach across reserve land between 47-49 Manga Pirau Street Waikawa Beach.	B Harvey / L Winiata	31/12/2026		Officers lodged an application with the Department of Conservation approximately 10 days ago to formalise the interim easement pathway. DOC have advised they intend to undertake a joint site inspection, and officers are currently awaiting confirmation of a suitable date for that visit.
CO/2025/240	That Council requests Officers implement the following measures to support safe and considerate vehicle access via the existing track: Installation of appropriate signage, similar to signage at other beach access location across the district, with signage also providing guidance on the suitability of the track for certain vehicle types only and other information relevant to the safe and appropriate use of the track.	B Harvey / L Winiata			Initial signage was installed ahead of the summer period to help guide vehicle use and provide clear expectations for those accessing the track. This interim signage was intended as an immediate step to support safe use during the busy summer months. Officers will continue to work alongside the Waikawa Beach Community Group to finalise the design and content of more permanent signage for the site.
	That Council requests Officers to work directly with neighbouring residents to identify and implement				Officers have been engaging directly with neighbouring residents to understand the impacts being experienced and to work through practical

Last Updated: February 2026

	<p>suitable privacy measures, such as screening, planting, fencing, and parking controls, and that a portion of the existing budget be allocated to support agreed mitigation actions</p>				<p>mitigation options. Initial steps have included the installation of signage to help manage behaviour at the site. Officers are also identifying suitable planting locations to assist with screening and are progressing a resource consent process to enable fencing where this has been identified as an appropriate privacy measure.</p>
	<p>That Council notes that the existing track, even once formalised with an easement on DoC land, will either:</p> <ul style="list-style-type: none"> • be replaced by an alternative long-term access option in another location once confirmed by Council; or • be subject of further work, including survey work, consenting and physical improvements, should Council determine it appropriate to retain the existing track as the only viable permanent long-term option for beach vehicle access. 				<p>At this stage officers have not progressed further investigation into alternative access locations beyond the work previously presented to Council.</p> <p>Additional technical investigation or consenting work on the existing track is also not considered necessary unless Council determines that the current location should be progressed as a permanent long term access solution.</p>
	<p>That Council confirms that the existing 2024-2044 Long</p>				<p>This will be done.</p>

Last Updated: February 2026

	<p>Term Plan capital budget allocation for investigation and delivery of a long-term vehicle access solution for Waikawa Beach be maintained as a placeholder until such time that the direction is reconsidered as part of the 2027 Long Term Plan process, with options for carry over of an appropriate budget being presented at that time.</p>				
	<p>That Council requests that if maintenance or safety issues arise on the existing track prior to a long-term solution being identified or implemented, Officers are authorised to take only the minimum necessary actions, consistent with maintaining safe passage of users, noting that any actions likely to trigger the requirement for a resource consent under the One Plan must be brought back to Council for direction.</p>				<p>No maintenance or safety issues have arisen at this point.</p> <p>Baseline photographs have been taken at fixed points along the track and foredune area to establish a monitoring reference point. This aligns with the monitoring approach outlined in the Council report, which includes bi monthly photo comparisons and tracking any service requests or complaints through Council's CRM system so trends can be monitored over the course of the trial.</p>
	<p>That Council requests Officers report back to Council by 30</p>		30/10/2026		<p>Officers have this within their work plan.</p>

Last Updated: February 2026

	October 2026 with the proposed scope and purpose of a Beach Bylaw development process, including estimated costs and a potential work programme for consideration as part of the 2027 Long Term Plan process.				
	That Council notes that planned capital works relating to the pedestrian footbridge are unaffected by the vehicle access resolutions, but also notes that any final approval or permission from the adjoining private property owner - who currently permits pedestrian access beyond the bridge – may be contingent on certainty around future vehicle access arrangements at Waikawa Beach.				Officers have reached out to the private landowners to confirm works can continue for the pedestrian bridge.
Resolution CO/2026/02	THAT Council approves the inclusion of \$230,000 in the debt funded Operational Expenditure budget for the acquisition of a hose-layer appliance built to Fire and Emergency New Zealand	B Spencer	Ongoing		The district commander returns to the district in March and from there discussions will begin around the process for the financial, build and gifting timeline and actions required to progress this initiative.

Last Updated: February 2026

	(FENZ) specifications and approves the gifting of the appliance to FENZ.				
CO/2026/5	THAT Council consult on the Resource Management fees and charges as required under the Resource Management Act 1991.	D McCorkindale	30/05/2026		Consultation of the proposed Resource Management Act fees and charges for 2026/27 commenced on 17 February 2026 with public consultation period running for one month until 4pm 17 March 2026.
CO/2026/11	That Council give the Chief Executive delegated authority to make editorial changes that arise as part of the publication process and insert any amendments agreed by Council to the submission before it is lodged.	D McCorkindale	30/05/2026		The Council submission on Rates Capping Model was lodged on 4 February 2026 following Council's support at the Council meeting also on 4 February 2026.

Last Updated: February 2026

File No.: 26/116

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.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Council receive and note Report 26/116 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	LTP Actions Monitoring 2024-2044 - March 2026	312

MONITORING REPORT – Long Term Plan 2024/2044 – March 2026					
					Completed
					In Progress
					Halted
					Off Track
Topic/Reference	Resolved/Actions	Officer	Action by Date	Status	Officer Update
CO/2024/15 1	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		Community engagement is underway, with a current focus on Waikawa and Foxton Beach. Council have asked Officers to report back to Council by 30 October 2026 with the proposed scope and purpose of a Beach Bylaw development process. A workshop will be held with Councillors beforehand.
CO/2024/15 2	That Council direct officers to update the Horowhenua Road Safety Group's Terms of Reference.	D Haigh	30/06/2025		Officers have halted progression, HRC no longer facilitate these meetings. The Group provided limited operational value while it was in place, benefits are currently better provided through the Older Person's Network.
CO/2024/15 4	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		Central Government have directed a stop on Council led plan change work meaning that any work officers were advancing for preparing a plan change for Wahi Tapu sites has stopped. Officers will continue to connect with Iwi/hapū partners to explore what work can be prepared ahead of plan changes commencing again under the new

As at 4 March 2026

MONITORING REPORT – Long Term Plan 2024/2044 – March 2026					
					Completed
					In Progress
					Halted
					Off Track
Topic/Reference	Resolved/Actions	Officer	Action by Date	Status	Officer Update
					RMA framework.
	g) Officers progress opportunities to give resolution to the water wheel project in Shannon.	B Harvey	30/06/2025		Officers have compiled a concept design for a town entrance sculpture which incorporates a water wheel image. This will be taken to the Community Plan group for feedback.
	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 and as part of broader considerations in the engagement on the Long Term Plan 2027.
	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 of lease agreements has been completed and shared with Council. Officers have been working to incorporate feedback raised through other discussions with Councillors, including through the Annual Plan process. A further workshop on the Community Leases Policy and options for portfolio optimisation is

MONITORING REPORT – Long Term Plan 2024/2044 – March 2026						
						Completed
						In Progress
						Halted
						Off Track
Topic/ Reference	Resolved/Actions	Officer	Action by Date	Statu s	Officer Update	
					expected to be presented to Council in the coming months.	



File No.: 26/93

9.1 Proceedings of the Risk and Assurance Committee 11 February 2026

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 11 February 2026.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Report 26/93 Proceedings of the Risk and Assurance Committee 11 February 2026 and the minutes be received and noted.

DISCUSSION | HE MATAPAKINGA

2. At this meeting the Risk and Assurance Committee endorse the Risk Management Framework and Policy and recommended to Council for adoption. The framework and policy are included in the Council Agenda for 18 February for 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 11 February 2026 at 10:00 am.

PRESENT

Chairperson	Cr Sam Jennings	
Members	His Worship the Mayor Bernie Wanden	
	Cr Alan Young	<i>Not Present</i>
	Cr Nola Fox	
	Cr Morgan Gray	
	Cr Mike Barker	
	Jenny Livschitz	Independent Member
	Sarah Everton	Independent Member

IN ATTENDANCE

Reporting Officer	Monique Davidson	Chief Executive
	Nicki Brady	Group Manager - Capability and Transformation
	Brent Harvey	Group Manager - Community Experience and Services
	Daniel Haigh	Group Manager - Community Infrastructure
	David McCorkindale	Group Manager - Community Vision and Delivery
	Blair Spencer	Group Manager - Housing and Business Development
	Jacinta Straker	Group Manager - Organisation Performance
	Steve Tanner	Financial Services Manager
	Ashley Huria	Business Performance Manager
	Catherine Godfrey	Risk Advisor
	Tanya Glavas	Safety and Wellbeing Lead
Meeting Secretary	Alice Petersen	Democracy Support Officer
	Grayson Rowse	Principal Advisor – Democracy

As this was the first meeting of the triennium, the Chair addressed the Committee and members of the public regarding the purpose and scope of the Committee.

1 Apologies

There were no apologies.

3 Late Items

There were no late items.

4 Declaration of Interest

There were no declarations of interest.

5 Reports for Noting

5.1 Health, Safety and Wellbeing - Quarterly Report - October to December 2025

Purpose | TE PŪTAKE

This report was presented to provide the Committee with Health, Safety and Wellbeing information and insights for the quarter from October to December 2025.

Resolution Number RAACC/2026/1

MOVED by Cr Jennings, seconded Cr Gray:

- A. That Report 26/40 Health, Safety and Wellbeing - Quarterly Report - October to December 2025 be received and noted.

CARRIED

Officers introduced the report and highlighted progress in the leadership section with higher engagement. Health and Safety Inductions were noted as a key initiative supporting staff health and wellbeing across Council. The importance of a positive reporting culture was emphasised, along with how this contributes to improved health and safety outcomes.

Officers answered questions from Committee Members during which it was noted that two items were not completed within the required timeframe, which resulted in lower scores. In response to questions regarding threatening behaviour, officers outlined how this is currently being tracked and managed and that the more detailed raw data allows clearer trends to be identified and analysed.

5.2 Risk Management Quarterly Report

Purpose | TE PŪTAKE

The report was presented to inform the Risk and Assurance Committee on the risk management work and to ignite discussion with the committee about risk.

Resolution Number RAACC/2026/2

MOVED by Cr Jennings, seconded Cr Gray:

A. That Report 26/22 Risk Management Quarterly Report be received and noted.

CARRIED

Officers introduced the report outlining a refresh of the Risk Management Framework and Policy. It was noted this is not a full overhaul, but a refinement aimed at improving consistency and approach.

Officers highlighted that changes are planned in how top risks are reported and presented, with the intention of providing broader context and greater clarity, focusing on what is changing and what matters most, rather than simply providing updates.

Resolution Number RAACC/2026/3

MOVED by Cr Jennings, seconded Cr Fox:

B. That the Risk and Assurance Committee endorse the Risk Management Framework and Policy as key components in leading effective risk management across the organisation, and recommend to Council for adoption.

CARRIED

5.3 Financial Dashboard as at 31 December 2026

Purpose | TE PŪTAKE

This report presented a high-level overview of the financial performance and position to the committee, with a focus on the December 2025 results.

Resolution Number RAACC/2026/4

MOVED by Cr Jennings, seconded Cr Gray:

A. That Report 26/44 Financial Dashboard as at 31 December 2026 be received and noted.

CARRIED

Officers introduced the report and noted feedback received following publication of the agenda, which will be taken on board. Officers advised that while debt remains a challenge, it is being actively managed through the budget process and remains on track to achieve a balanced budget.

Committee Members positively acknowledged the level of transparency in the report, particularly given the current challenging environment. Members expressed interest in seeing further detail on actions being taken and additional analysis in future reporting.

Officers noted that the organisation is on track to meet the \$1 million operational savings target.

5.4 Sensitive Expenditure Report to 31 December 2025

This report was presented to provide the information required for the Committee to note Sensitive Expenditure of the Mayor, Elected Members and Chief Executive for compliance with Council's Sensitive Expenditure Policy.

Resolution Number RAACC/2026/5

MOVED by Cr Jennings, seconded Cr Gray:

- A. That Report 26/45 Sensitive Expenditure Report to 31 December 2025 be received and noted.

CARRIED

Officers introduced the report and confirmed that all appropriate actions had been taken and that they were satisfied with the current position.

5.5 Treasury Update - December 2025

Purpose | TE PŪTAKE

This report was presented too update the committee on the treasury activity for the last quarter, which is outlined in the Bancorp Treasury Reporting Dashboard for the December 2025 quarter.

Resolution Number RAACC/2026/6

MOVED by Cr Jennings, seconded Cr Gray:

- A. That Report 26/54 Treasury Update - December 2025 be received and noted.

CARRIED

Officer introduced the report noting that Standard & Poor's (S&P) remains satisfied with the organisation's position before taking questions from Committee Members covering changes expected in a post 'Local Waters Done Well' Council Environment.

Resolution Number RAACC/2026/7

MOVED by Cr Jennings, seconded Cr Fox:

- B. That the Committee notes the Bancorp Treasury Reporting Dashboard for the December 2025 quarter.

CARRIED

5.6 Continuous Improvement and Audit Actions Monitoring Report

Purpose | TE PŪTAKE

This report presented updates to the Risk and Assurance Committee on progress on the action items from previous resolutions.

Resolution Number RAACC/2026/8

MOVED by Cr Jennings, seconded Cr Gray:

- A. That Report 26/53 Continuous Improvement and Audit Actions Monitoring Report be received and noted.

CARRIED

Officers introduced the report, noting the significant work undertaken to close out outstanding actions.

Resolution Number RAACC/2026/9

MOVED by Cr Jennings, seconded Cr Fox:

- B. That completed actions are removed from future report.

CARRIED

5.7 Risk and Assurance Committee Work Programme

Purpose | TE PŪTAKE

This report was presented to provide the Risk and Assurance Committee with an outline of a draft Work Programme up to 31 December 2026, and to seek the Committee's feedback to inform and refine the programme.

Resolution Number RAACC/2026/10

MOVED by Cr Jennings, seconded Cr Gray:

- A. That Report 26/47 Risk and Assurance Committee Work Programme be received and noted.

CARRIED

Officers introduced the report. The Chair opened the table for discussion. Committee Members provided feedback highlighting items to focus on over the term.

Resolution Number RAACC/2026/12

MOVED by Cr Jennings, seconded Mayor Wanden:

- B. That the Risk and Assurance Committee supports the proposed Risk and Assurance Committee Work Programme for the next 12 months, subject to any changes agreed by the Committee.

CARRIED

8 Procedural motion to exclude the public

Resolution Number RAACC/2026/13

MOVED by Cr Jennings, seconded Cr Fox:

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 Risk Assurance Review - Development to asset

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.
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 paper discusses sensitive third party commercial activities.

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

11.12 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.

11.47 pm

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.: 26/110

9.2 Proceedings of the Te Awahou Foxton Community Board Meeting - 23 February 2026

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 Te Awahou Foxton Community Board meeting held on 23 February 2026.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Report 26/110 Proceedings of the Te Awahou Foxton Community Board Meeting - 23 February 2026 and the minutes be received and noted.

DISCUSSION | HE MATAPAKINGA

2. There are no items that require further consideration, however the following resolutions by the Board are highlighted for Council's information.

Foxton Beach Pump Track Car Park

Resolution Number TAFCB/2026/8

MOVED by Mr Davy, seconded Mrs Sanson:

The Board requests that Officers pause delivery on the proposed pump track parking improvements and undertake a broader parking review.

CARRIED

2025 - 2028 Triennium Priorities for Te Awahou Foxton Community Board

Resolution Number TAFCB/2026/12

MOVED by Mrs Wakefield, seconded Mrs Sanson:

That the Te Awahou Foxton Community Board endorse priorities for Te Awahou Foxton Community Board for the 2025 – 2028 Triennium.

CARRIED

Foxton Beach Endowment Fund Operationalisation

Resolution Number TAFCB/2026/14

MOVED by Mrs Wakefield, seconded Mrs Sanson:

- B. That the Te Awahou Foxton Community Board endorse the attached operational framework for the Foxton Beach Endowment Fund.

CARRIED

3. Full details of each of these items can be found on the agenda of that meeting available here: horowhenua.infocouncil.biz/Open/2026/02/TAFCB_23022026_AGN_AT.PDF
4. Te Awahou Foxton Community Board's priorities, as endorsed by the Board, re attached for Council's information, noting they align with Council's priorities.

Confirmation of statutory compliance

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

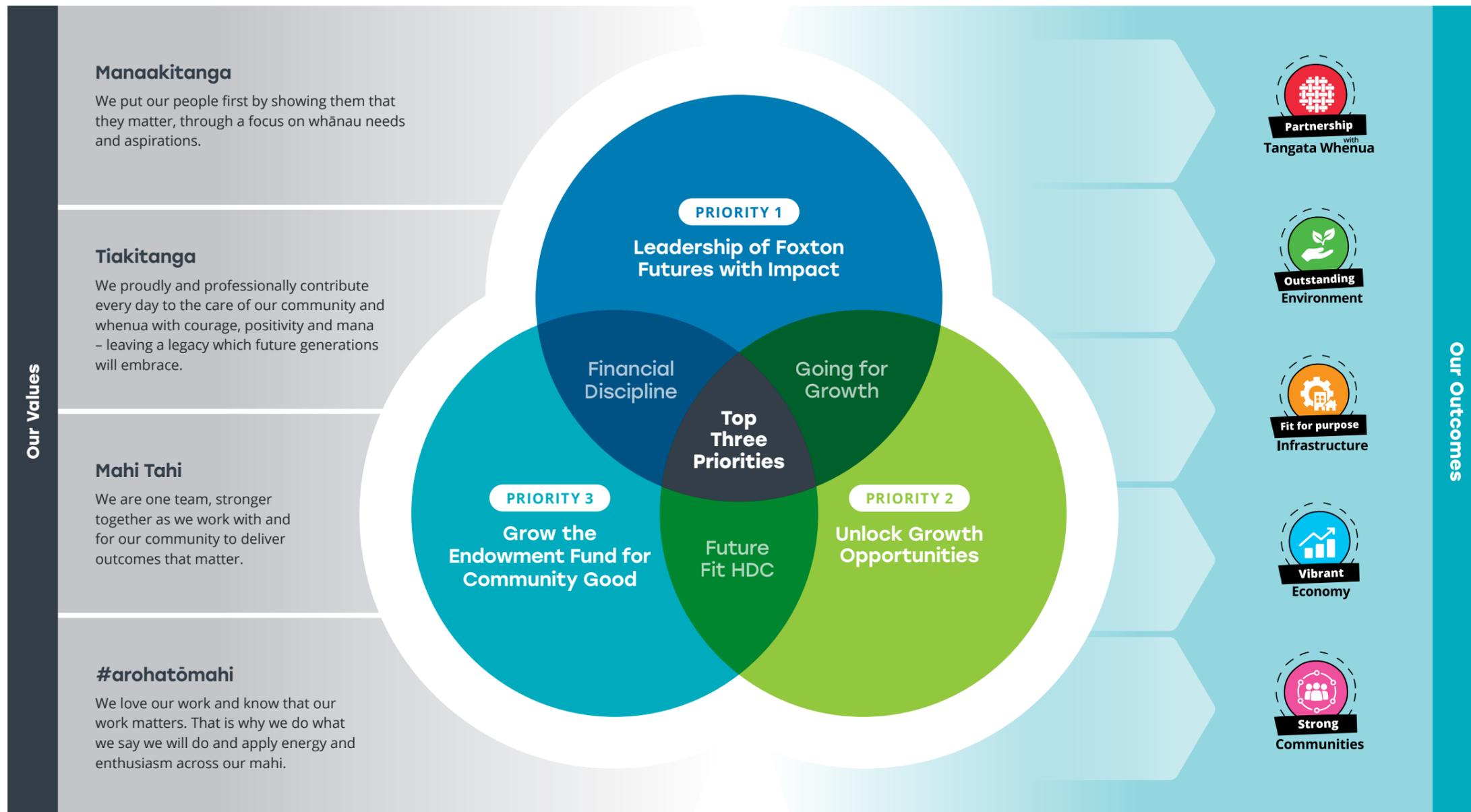
- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind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

ATTACHMENTS | NGĀ TĀPIRINGA KŌRERO

No.	Title	Page
A↓	Te Awahou Foxton Community Board Priority Document - 2026	325

Community Board Priorities

Leading to get the best outcomes for Foxton shaped by community voices and partnerships



Community Board Priorities



Leading to get the best outcomes for Foxton shaped by community voices and partnerships

Enabling what matters

Our Values	Our Priorities	Our Outcomes
<p>#arohatōmahi</p> <p>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.</p>	<p>Leadership of Foxton Futures with Impact PRIORITY 1</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Redefine the Board's role and strengthen partnerships with hapū, iwi, council, and community. • Work collaboratively with Foxton Futures with strong delivery alongside the community. • Build trust and confidence in the Board and inspire the next generation of leadership. 	<p> We will uphold Te Tiriti o Waitangi/The Treaty of Waitangi and its principles and recognise the role of Mana Whenua as kaitiaki of their rohe. We support them to maintain and enhance tikanga with their ancestral lands and waterways, wāhi tapu and other taonga, and build mutually respectful partnerships with tangata whenua, supporting whānau, marae, hapū and iwi in achieving their aspirations.</p>
<p>Mahi Tahi</p> <p>We are one team, stronger together as we work with and for our community to deliver outcomes that matter.</p>	<p>Unlock Growth Opportunities PRIORITY 2</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Improve highway safety and leverage Ō2NL for better linkages to Te Awahou Foxton and Foxton Beach. • Position Foxton as a place to live, visit, and invest in. • Advance aspirations for Paretao, Piriharakeke Walkway, and Piriharakeke – The Manawatu River Loop. 	<p> We contribute to improving our natural environment for current and future generations to enjoy, and protect the important natural features in our district. We ensure our built environment supports the wellbeing of our people and manage competing pressures on resources sustainably.</p>
<p>Tiakitanga</p> <p>We proudly and professionally contribute every day to the care of our community and whenua with courage, positivity and mana – leaving a legacy which future generations will embrace.</p>	<p>Grow the Endowment Fund for Community Good PRIORITY 3</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • The Board is committed to developing a long term, strategic approach to maximising the value and community benefits of endowment landholding. • Seeking options to enable improved community connections, outcomes, and enhanced amenities and infrastructure. • Implement Endowment Fund policy to ensure sustainability and growth. 	<p> We provide efficient, reliable and affordable infrastructure, developing and maintaining facilities and infrastructure to meet the needs of current and future generations. Our community facilities and infrastructure are resilient, helping us to respond to climate change and natural hazards, working with partners to develop infrastructure that enables growth.</p>
<p>Manaakitanga</p> <p>We put our people first by showing them that they matter, through a focus on whānau needs and aspirations.</p>		<p> We are business friendly, supporting diversity and resilience in our local economy and work with others to make our economy grow. We aspire for economic security for all of our people and seize growth opportunities for our district.</p> <p> We value the diversity of our people, and how our district's heritage shapes our community's sense of identity and pride.</p> <p>We provide infrastructure, services, facilities and places to build resilient and connected communities where people of all ages and backgrounds feel included and safe. We are building collaborative relationships with service providers to enable all people to live positive, connected and healthy lifestyles, encouraging our people to participate in local decision making.</p>

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 23 February 2026 at 6:00 pm.

PRESENT

Chairperson	Ross Brannigan	
Deputy Chairperson	Irene Wakefield	
Members	Jason Davy	
	David Roache	<i>Apology</i>
	Judy Sanson	
	Councillor David Allan	

IN ATTENDANCE

	His Worship the Mayor Bernie Wanden	
	Councillor Nola Fox	
Reporting Officer	Monique Davidson	Chief Executive
	Ashley Huria	Business Performance Manager
	Grayson Rowse	Principal Advisor – Democracy
Meeting Secretary	Alice Petersen	Democracy Support Officer

1 Swearing in of Council Appointee to the Board

The Chairperson invited Cr David Allan to the table Cr David Allan signed the Declaration before the Chairperson.

2 Apologies

Resolution Number TAFCB/2026/1

MOVED by Cr Allan, seconded Mrs Wakefield:

That an apology from Councillor David Roache be received and accepted.

CARRIED

3 Public Participation

There was no public participation.

4 Late Items

There were no late items.

5 Declaration of Interest

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

Chairperson Ross Brannigan declared a conflict of interest for item 7.7 Horowhenua District Council Organisation Performance Report December 2025 and 7.8 Horowhenua District Council Interim Organisation Performance Report February 2026 in regards to Emergency Management activities and advised that if there was any questions or discussion on that matter Mr Brannigan would leave the table and Deputy Chair Wakefield would assume Chair.

6 Elected Members Reports

6.1 Chairperson's Report - February 2026

Purpose | TE PŪTAKE

This report presents the Chairpersons highlights and matters of interest for the Board.

Resolution Number TAFCB/2026/2

MOVED by Mr Brannigan, seconded Mr Davy:

- A. That Report 26/83 Chairperson's Report - February 2026 be received and noted.

CARRIED

7 Reports

7.1 Confirmation of Standing Orders and Code of Conduct

Purpose | TE PŪTAKE

Te Awahou Foxton Community Board is required to have standing orders and a code of conduct. This report presented the existing standing orders and code of conduct for the Boards attention.

Resolution Number TAFCB/2026/3

MOVED by Mrs Wakefield, seconded Mrs Sanson:

- A. That Report 26/66 Confirmation of Standing Orders and Code of Conduct be received and noted.

CARRIED

Officers introduced the report and noted that the Systems Improvement Bill is still to come. This will introduce a standardised approach that the Board will be required to adopt at a later date. Officers advised that, due to the incoming standardisation, no changes to the current Standing Orders are proposed at this time.

Officers outlined the Standing Orders provisions that the Board has the ability to amend.

Resolution Number TAFCB/2026/4

MOVED by Cr Allan, seconded Mrs Wakefield:

That Public Participation be included as an option at Te Awahou Foxton Community Board Meeting

CARRIED

Resolution Number TAFCB/2026/5

MOVED by Cr Allan, seconded Mr Davy:

That the Board remove Standing Order 15 be removed from Standing Orders.

CARRIED

Resolution Number TAFCB/2026/6

MOVED by Cr Allan, seconded Mrs Sanson:

- B. That the Board confirm the standing orders and code of conduct, noting Government reforms will impose national standing orders and code of conduct in the short term.

CARRIED

7.2 Receipt of Terms of Reference

Purpose | TE PŪTAKE

This report presented Te Awahou Foxton Community Board its Terms of Reference.

Resolution Number TAFCB/2026/7

MOVED by Mr Davy, seconded Mrs Wakefield:

- A. That Report 26/73 Receipt of Terms of Reference be received and noted.

CARRIED

7.3 Foxton Beach Pump Track Car Park

Purpose | TE PŪTAKE

This report provided options for the Board to consider for the potential improvement of parking provisions for the Foxton Beach Pump Track.

Officers introduced the report, confirming the options available to the Board. Members discussed the importance of taking a holistic approach and undertaking a wider investigation of the matter.

Resolution Number TAFCB/2026/8

MOVED by Mr Davy, seconded Mrs Sanson:

- B. The Board requests that Officers pause delivery on the proposed pump track parking improvements and undertake a broader parking review.

CARRIED

7.4 Adoption of Meeting Dates

Purpose | TE PŪTAKE

This report presents the Board with the proposed meeting dates for 2026

Resolution Number TAFCB/2026/9

MOVED by Mr Sanson, seconded Mrs Wakefield:

- A. That Report 26/75 Adoption of Meeting Dates be received and noted.

A. CARRIED

Officers introduced the report, noting Board Meetings are scheduled two or three weeks ahead of a Council meeting to ensure any recommendations can be addressed in a timely manner.

Officers outlined the mechanisms available should additional meetings be required and highlighted workshops can be scheduled as needed.

Resolution Number TAFCB/2026/10

MOVED by Mrs Wakefield, seconded Mr Davy:

B. That the Board confirm the meetings dates for 2026:

- 13 April 2026
- 6 July 2026
- 17 August 2026
- 19 October 2026
- 7 December 2026,

noting additional extraordinary or emergency meetings may be called in accordance with the Board's standing orders.

CARRIED

7.5 2025 - 2028 Triennium Priorities for Te Awahou Foxton Community Board

Purpose | TE PŪTAKE

The purpose of this report is to formally endorse priorities for Te Awahou Foxton Community Board.

Resolution Number TAFCB/2026/11

MOVED by Mrs Wakefield, seconded Mr Brannigan:

A. That Report 26/64 2025 - 2028 Triennium Priorities for Te Awahou Foxton Community Board be received and noted.

CARRIED

Officers introduced the report, noting the work that has taken place and the way the Boards priorities align with Council priorities. Board Members commented positively on the strong partnership with Council and the strength of Foxton Futures.

Resolution Number TAFCB/2026/12

MOVED by Mrs Wakefield, seconded Mrs Sanson:

B. That the Te Awahou Foxton Community Board endorse priorities for Te Awahou Foxton Community Board for the 2025 – 2028 Triennium.

CARRIED

7.6 Foxton Beach Endowment Fund Operationalisation

Purpose | TE PŪTAKE

The purpose of this report is to provide the Te Awahou Foxton Community Board with a clear and practical overview of how the Foxton Beach Endowment Fund Policy will be implemented in practice. The report outlines the proposed operational framework, including governance arrangements, funding processes, assessment mechanisms, and risk management settings, to support fair, transparent, and consistent decision making.

Resolution Number TAFCB/2026/13

MOVED by Mr Davy, seconded Mrs Sanson:

- A. That Report 26/67 Foxton Beach Endowment Fund Operationalisation be received and noted.

CARRIED

Officers introduced the report noting that it provides a practical framework for operationalising the Foxton Beach Endowment Fund following a workshop with the Board. The framework supports implementation of the Endowment Fund Policy adopted in September 2025 and aligns with Board priorities for the 2025–28 triennium. The framework outlines the end-to-end funding process, clarifies roles and responsibilities, and proposes two funding rounds per year while retaining flexibility for exceptional or Board-initiated requests.

During discussion the Board noted that the framework supports transparency, consistency, long-term sustainability, and compliance with relevant legislation.

Officers noted the framework is not fixed and may be reviewed and refined over time.

Resolution Number TAFCB/2026/14

MOVED by Mrs Wakefield, seconded Mrs Sanson:

- B. That the Te Awahou Foxton Community Board endorse the attached operational framework for the Foxton Beach Endowment Fund.

CARRIED

7.7 Horowhenua District Council Organisation Performance Report December 2025

Purpose | TE PŪTAKE

This report presented the Organisation Performance Report for December 2025 highlighting areas of interest to the Foxton Community.

Resolution Number TAFCB/2026/15

MOVED by Mr Brannigan, seconded Cr Allan:

- A. That Report 26/61 Horowhenua District Council Organisation Performance Report December 2025 be received and noted.

CARRIED

**7.8 Horowhenua District Council Interim Organisation Performance Report
February 2026**

Purpose | TE PŪTAKE

This report presents the Interim Organisation Performance Report for February 2026 highlighting areas of interest to the Foxton Community.

Resolution Number TAFCB/2026/16

MOVED by Cr Allan, seconded Mr Davy:

- A. That Report 26/62 Horowhenua District Council Interim Organisation Performance Report February 2026 be received and noted.

CARRIED

**7.9 Te Awahou Foxton Community Board - Actions Monitoring Report - February
2026**

Purpose | TE PŪTAKE

This report presented Te Awahou Foxton Community Board the updated monitoring report covering requested actions from previous meetings of the Board.

Resolution Number TAFCB/2026/17

MOVED by Cr Allan, seconded Mrs Sanson:

- A. That Report 26/74 Te Awahou Foxton Community Board - Actions Monitoring Report - February 2026 be received and noted.

CARRIED

7.12 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.: 26/111

9.3 Proceedings of the Chief Executive Employment and Performance Committee - 18 February 2026

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 18 February 2026.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Report 26/111 Proceedings of the Chief Executive Employment and Performance Committee - 18 February 2026 and the minutes be received and noted.

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 18 February 2026 at 10:00 am.

PRESENT

Mayor	His Worship the Mayor Bernie Wanden
Councillors	Deputy Mayor David Allan Councillor Clint Grimstone Councillor Sam Jennings Councillor Jo Mason Councillor Paul Olsen

IN ATTENDANCE

Meeting Secretary	Monique Davidson Sue Fifita-Tovo	Chief Executive Executive Officer
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1 Apologies

There were no apologies.

3 Late Items

There were no late items.

4 Declaration of Interest

There were no declarations of interest.

7 Procedural motion to exclude the public

Resolution Number CEEAP/2026/1

MOVED by Cr Jennings, seconded Cr Allan:

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 Performance & Development Agreement 2026

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 traverses individual employment 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.

CARRIED

10.05 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.

12.00 pm

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:

File No.: 26/115

9.4 Proceedings of the Community Wellbeing Committee - 25 February 2026

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 25 February 2026.

This matter does not relate to a current Council priority.

RECOMMENDATION | NGĀ TAUNAKITANGA

- A. That Report 26/115 Proceedings of the Community Wellbeing Committee - 25 February 2026 and the minutes be received and noted.

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 25 February 2026 at 10:00 am.

PRESENT

Chairperson Councillor Jo Mason

Councillors Cr Katrina Mitchell-Kouttab

His Worship the Mayor Bernie Wanden (*Apology*)

Members Kylie Turuwhenua-Tapsell

Jacqui Moyniham (*till 11.32am*)

Leigh McMeeken

Di Rump (*Apology*)

Mike Fletcher

Sam Gilpin (*Apology*)

Neville Heihei (*Apology*)

Rebecca Kinloch

Kelly Shanks

Tracey White (*Apology*)

Lael Marshall

Maggie Regan (*Apology*)

Grant Congdon (*till 10.43am*)

Paul McMillan

Cacia Wall

Amarjit Maxwell (*Apology*)

Matt Roberts

Rawinia Nikora-Townsend (*Apology*)

Patrick Rennell (*Apology*)

Simon Kuiti

Rosemary Eyres (*Apology*)

Quintin Moeke (*Apology*)

IN ATTENDANCE

Reporting Officer

Mark Hammond

Community Facilities and Services Manager

Daniel Haigh

Group Manager Community Infrastructure

Julia Atkins

Community Development Team Lead

Emma Gowan

Community Development Advisor

Laura Fisher

Community Development Advisor

Meeting Secretary

Alice Petersen

Democracy Support Officer

1 Apologies

The committee noted apologies from His Worship the Mayor Bernie Wanden, Di Rump, Sam Gilpin, Neville Heihei, Maggie Regan, Patrick Rennell, Amarjit Maxwell, Rawinina Nikora-Townsend, Tracey White, Rosemary Eyres, and Quintin Moeke.

2 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 Presentations

5.1 Horowhenua Trust - Project Lift

Antony Young, Chair of Horowhenua NZ (HNZ), provided an update on Project Lift. Mr Young noted that HNZ has successfully pitched to the Social Investment Agency (SIF) to secure funding for youth impact programmes. The Trust's role will be to coordinate between SIF and program providers and act as steward of the funding. My Young advised the next steps include securing funding partnerships and signed agreements, formalising governance, implementing reporting frameworks, and capturing learnings from each model to support continuous improvement.

6 Reports for Noting

6.1 Community Wellbeing Network Report

Purpose | TE PŪTAKE

This report presented the Community Wellbeing Network Report to discuss and highlight grassroots issues, ideas, and or concerns present within the community and identified by Council's Community Networks.

Officers introduced the report noting that there was representatives of many of the networks present and invited them to speak to their report and highlight details of note.

Updates were provided by representatives or Council Officers of Horowhenua Access and Inclusion Network, Horowhenua Youth Services Network, Youth Voice, Horowhenua Older Person's Network, Education Horowhenua Network, Horowhenua Former Refugee Support Committee and Mana Kai Initiative.

Resolution Number CWCCC/2026/1

MOVED by Cr Mason, seconded Mr McMillan:

- A. That Report 26/18 Community Wellbeing Network Report be received and noted.

CARRIED

6.2 Community Wellbeing Dashboard Report

Purpose | TE PŪTAKE

This report presented the Community Wellbeing Dashboard to provide the Community with a visual dashboard that presents data and analysis, while also assisting in tracking the priority areas of the Community Wellbeing Strategy

Resolution Number CWCCC/2026/2

MOVED by CR Mason, seconded Cr Mitchell-Kouttab:

- A. That Report 26/77 Community Wellbeing Dashboard Report be received and noted.

CARRIED

Officers introduced the report, noting the data is a snapshot at the time of publicly available. Officer to questions from the committee.

6.3 Community Wellbeing Strategy Monitoring Report

Purpose | TE PŪTAKE

This report presented the Community Wellbeing Strategy Monitoring Report to highlighted progress made against the Community Wellbeing Strategy and Action Plan.

Resolution Number CWCCC/2026/3

MOVED by Mason, seconded Cr Mitchell-Kouttab:

- A. That Report 26/14 Community Wellbeing Strategy Monitoring Report be received and noted.

CARRIED

Officers introduced the report and noted that the update covers the last quarter, with delivery continuing in a reform environment which has influenced timing and workflow. Despite these pressures Year 2 is tracking positively.

6.4 Direction of Travel

Purpose | TE PŪTAKE

This report was presented to provide the Community Wellbeing Committee with some considerations for further focus to complement the work the Committee has been doing to meet the Community Wellbeing Strategy priorities and the Action Plan tasks. Essentially, the Committee identifying its own direction of travel. These considerations have been generated from the topics discussed at the Community Wellbeing Committee over the last couple of years and the associated reports and data from those meetings. T

Resolution Number CWCCC/2026/4

MOVED by Mason, seconded Cr Mitchell-Kouttab:

A. That the Community Wellbeing Committee identifies the following areas of focus for 2026 in a bid to help with the direction of the Committee and therefore enabling wellbeing outcomes for the Horowhenua community.

A.1. 2026 focus areas: Connected and Safe Community; Emergency Preparedness; Health; Employment; Homelessness and Vulnerable Housing.

A.2. That a representative of Project Lift become a member of the Community Wellbeing Committee.

CARRIED

11.47 am

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:

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 Proceedings of the Risk and Assurance Committee 11 February 2026

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.
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 minutes of this meeting are withheld from the public because the matters discussed were commercially sensitive. If the discussion had been held in public, it could have weakened Council's commercial position in ongoing development negotiations.

C2 Proceedings of Procurement Review Group meeting 10 March 2026

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:	The minutes of this Procurement Review Group meeting are withheld as they contain details of procurement that is release would disadvantage Council's position..

C3 Council Resolution and Actions Monitoring Report March 2026

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.
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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.

C4 Proceedings of the Chief Executive Employment and Performance Committee - 18 February 2026

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 minutes of the Chief Executive Performance and Employment Committee which records the assessment of the the Chief Executive's performance. Public Interest does not outweigh the Cheif Executive's right to privacy around employment matters.