Notice of Meeting:

I hereby give notice that an ordinary meeting of the Dunedin City Council will be held on:

Dates:	**Wednesday 25 November 2026 commencing at 9am** **Thursday 26 November 2026 commencing at 10am (or at the conclusion of the previous meeting whichever is the later)**
Venue:	**Council Chamber, Dunedin Public Art Gallery, the Octagon, Dunedin**
YouTube Links:	**25 November 2026** https://youtube.com/live/IHaP-1dCCy4 **26 November 2026** https://youtube.com/live/3md_Ivdo_Y0

Richard Briggs
Chief Executive Officer

Council

PUBLIC AGENDA

MEMBERSHIP

Mayor	Mayor Sophie Barker	
Deputy Mayor	Cr Cherry Lucas	
Members	Cr John Chambers	Cr Jo Galer
	Cr Christine Garey	Cr Doug Hall
	Cr Marie Laufiso	Cr Russell Lund
	Cr Mandy Mayhem	Cr Benedict Ong
	Cr Andrew Simms	Cr Mickey Treadwell
	Cr Lee Vandervis	Cr Steve Walker
	Cr Brent Weatherall	
Senior Officer	Richard Briggs, Chief Executive	
Governance Support Officer	Rebecca Murray	

Rebecca Murray
Governance Support Officer

Telephone: 03 477 4000
governance.support@dcc.govt.nz
www.dunedin.govt.nz

Note: *Reports and recommendations contained in this agenda are not to be considered as Council policy until adopted.*

ITEM TABLE OF CONTENTS **PAGE**

1	Opening	4
2	Public Forum	4
3	Apologies	4
4	Confirmation of Agenda	4
5	Declaration of Interest	5

REPORTS

6	Capital Programme Prioritisation Framework - Long Term Plan and Water Services Strategy 2027-37	8
7	Resource Recovery Projects and Initiatives Options Report - 10 year plan 2027-37	16
8	Port Chalmers Pool Operating Options Report - 10 year plan 2027-37	51
9	University Oval Cricket Options Report - 10 year plan 2027-37	62
10	Update on entry charges for international visitors at Toitū Otago Settlers Museum and Dunedin Public Art Gallery	74
11	Groups of Activities and Levels of Service – Long Term Plan 2027–37 (*This report is in the Supplementary Agenda)*	
12	Draft Revenue and Financing Policy - Long Term Plan 2027-37	81
13	Significance and Engagement Policy Review - Long Term Plan 2027-37	148

RESOLUTION TO EXCLUDE THE PUBLIC 192

1 OPENING

The meeting will be opened with a prayer from Pastor Tony Parrish, Seventh Day Adventist Church.

2 PUBLIC FORUM

AT THE CLOSE OF THE AGENDA, REGISTRATIONS FOR THE PUBLIC FORUM WERE STILL BEING RECEIVED. SPEAKERS WILL BE CONFIRMED ONCE REGISTRATIONS CLOSE, WHICH IS 24 HOURS PRIOR TO THE MEETING – AT 9.00 AM ON TUESDAY 24 NOVEMBER 2026.

3 APOLOGIES

At the close of the agenda no apologies had been received.

4 CONFIRMATION OF AGENDA

Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

DECLARATION OF INTEREST

EXECUTIVE SUMMARY

1. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

2. Elected members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary.

3. Staff members are reminded to update their register of interests as soon as practicable.

RECOMMENDATIONS

That the Council:

a) **Notes/Amends** if necessary the Elected Members' Interest Register attached as Attachment A; and

b) **Confirms/Amends** the proposed management plan for Elected Members' Interests.

c) **Notes** the proposed management plan for the Executive Leadership Teams' Interests.

Attachments

	Title	Page
⇩A	Elected Member Interest Register	6
⇩B	Executive Leadership Team Interest Register	7

Executive Leadership Team - Register of Interest - current as at 12 October 2026					
Name	**Date of Entry**	**Responsibility (i.e. Chairperson etc)**	**Declaration of Interests**	**Nature of Potential Interest**	**Member's Proposed Management Plan**
Richard Briggs	20/10/2026	No interests to declare at present			
Nicola Morand	09/05/2022	Owner	Residential Property Dunedin	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	09/05/2022	Owner	Residential Property in Otago	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	09/05/2022	Partner	Morand Painting & Decorating	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	12/11/2025	Member	Te Rūnanga o Ōtākou	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	12/11/2025	Member	Kāti Huirapa Runaka ki Puketeraki	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	12/11/2025	Family member	Family member works for the DCC	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
Scott MacLean	23/01/2024	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	23/01/2024	Trustee	Te Poari a Pukekura Charitable Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	23/01/2024	Spouse is Chair	Dunedin Wildlife Hospital Trust (DWHT)	DCC has funded the DWHT	Take no part in discussions or decision making about the Trust or participate in any transactions between the Trust and DCC.
	19/05/2006	Family member	Family member works for the DCC	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	06/05/2026	Family member	RB Recruitment - Occasionally deployed to work on Isaacs Construction sites	No conflict identified	Will not take part in any transactions with this company - or with Isaacs Construction while deployed to work on any of their sites
	08/09/2026	Owner	Residential property in Otago	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Carolyn Allan	01/03/2024	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	01/03/2024	Owner	Residential rental property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	01/03/2024	Member	Mountain Bike Otago	No conflict identified.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Paul Henderson	15/01/2025	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	15/01/2025	Playing Member	Dunedin City Royal Football Club	No conflict identified.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	10/10/2025	Navigator Member	Taituarā	No conflict identified.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	10/10/2025	Partner	Ruru Workplace Solutions Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Mike Costelloe	10/10/2025	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Executive Leadership Team - Register of Interest - current as at 12 October 2026					
Name	**Date of Entry**	**Responsibility (i.e. Chairperson etc)**	**Declaration of Interests**	**Nature of Potential Interest**	**Member's Proposed Management Plan**
Richard Briggs	20/10/2026	No interests to declare at present			
Nicola Morand	09/05/2022	Owner	Residential Property Dunedin	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	09/05/2022	Owner	Residential Property in Otago	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	09/05/2022	Partner	Morand Painting & Decorating	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	12/11/2025	Member	Te Rūnanga o Ōtākou	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	12/11/2025	Member	Kāti Huirapa Runaka ki Puketeraki	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	12/11/2025	Family member	Family member works for the DCC	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
Scott MacLean	23/01/2024	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	23/01/2024	Trustee	Te Poari a Pukekura Charitable Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	23/01/2024	Spouse is Chair	Dunedin Wildlife Hospital Trust (DWHT)	DCC has funded the DWHT	Take no part in discussions or decision making about the Trust or participate in any transactions between the Trust and DCC.
	19/05/2006	Family member	Family member works for the DCC	No conflict identified	Seeks advice in advance of meeting if actual conflict arises.
	06/05/2026	Family member	RB Recruitment - Occasionally deployed to work on Isaacs Construction sites	No conflict identified	Will not take part in any transactions with this company - or with Isaacs Construction while deployed to work on any of their sites
	08/09/2026	Owner	Residential property in Otago	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Carolyn Allan	01/03/2024	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	01/03/2024	Owner	Residential rental property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	01/03/2024	Member	Mountain Bike Otago	No conflict identified.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Paul Henderson	15/01/2025	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	15/01/2025	Playing Member	Dunedin City Royal Football Club	No conflict identified.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	10/10/2025	Navigator Member	Taituarā	No conflict identified.	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	10/10/2025	Partner	Ruru Workplace Solutions Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Mike Costelloe	10/10/2025	Owner	Residential property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

REPORTS

CAPITAL PROGRAMME PRIORITISATION FRAMEWORK - LONG TERM PLAN AND WATER SERVICES STRATEGY 2027-37

Department: Civic

EXECUTIVE SUMMARY

1 The purpose of this report is to outline a capital expenditure prioritisation framework (the framework) for use across the 2027-37 capital expenditure programme.

2 The framework provides a consistent and transparent basis for prioritising capital projects across all Council activities. Each project is first categorised according to its primary driver, and is then assigned to one of four priority categories (P1 to P4) based on that driver.

3 The framework is being applied to all projects in the 2027-37 capital programme, including those previously approved by Council and included in the 9 Year Plan 2025-34. Previous approval does not, of itself, determine a project's priority.

4 A consistent approach to prioritisation is particularly important for the Long Term Plan. Like other councils across New Zealand, the DCC is facing financial and infrastructure pressures as a result of sustained cost escalation, current economic conditions and extensive legislative reform, including proposed rate capping. These factors add complexity to capital planning.

5 The size of the capital programme is also constrained by financial limits, including financial covenants with the Local Government Funding Agency (LGFA), and by the capacity of both DCC and the wider market to deliver projects. The framework helps to determine which projects are included within a realistic capital envelope that the Council can both afford and deliver.

6 The framework is a tool to assist decision-making. It does not replace the Council's role in deciding which projects are included in the draft budget for community consultation.

RECOMMENDATIONS

That the Council:

a) **Notes** the Capital Programme Prioritisation Framework report.

BACKGROUND

7 Under Schedule 10 of the Local Government Act 2002 (LGA), the Long Term Plan must include information on capital expenditure for each group of activities, along with a Financial Strategy and an Infrastructure Strategy.

8 The capital programme includes the renewal of existing assets and 'New Capital' projects that respond to growth or improve levels of service. Decisions on capital projects have long-term implications for rates, debt and the levels of service provided to the community, as each project also carries ongoing operating costs once it is completed.

9 At a workshop on 15 June 2026, the Finance and Performance Committee provided early direction on the Financial Strategy and Infrastructure Strategy. In line with that direction, LTP budget options reports to Council include projects previously decided by Council and included in the 9 Year Plan 2025-34 (9 Year Plan), alternative options for some of those projects, and proposed 'New Capital' budget items not included in the 9 Year Plan.

10 This approach acknowledges that projects included in the 9 Year Plan reflect Council decisions made in a different financial and legislative context. Each of those projects will be reassessed against the framework in the same way as new proposals, so that all projects compete for funding on a consistent basis.

Need for a prioritisation framework

11 Councils across New Zealand, including the DCC, are under increasing financial and infrastructure pressure. Sustained cost escalation and economic conditions have increased the cost of delivering and maintaining infrastructure. At the same time, the Long Term Plan is being developed in a period of substantial uncertainty, primarily due to the scale and pace of legislative reform from central government.

12 These factors add complexity to the capital programme. It is further constrained by limits set within the Council's Financial Strategy, DCC's Water Services Delivery Plan, the Council and Council Group's LGFA financial covenants, and by deliverability. Internal resourcing and external market capacity both affect how much work can realistically be delivered each year, which has previously been estimated at approximately $200 million per year.

13 In this environment, it may not be possible to fund and deliver all proposed capital projects within the limits set by the Financial Strategy. The Council needs a clear and defensible way to determine which projects are included within a realistic capital envelope, and when they should proceed.

14 The framework intends to:

- provide a consistent, transparent and repeatable basis for prioritising capital projects across all Council activities;
- ensure projects needed to meet health and safety, legislative, resource consent and contractual obligations are identified;
- provide a consistent approach to the provision of capital investment across the city;
- support Council decision-making on the draft capital budget; and
- provide a basis for accountability to the community on how capital decisions are made.

DISCUSSION

Development of the framework

15 The framework has been adapted from an external prioritisation framework developed during the water services reform process. It has since been reviewed and broadened so that it can be applied across all Council activities, and to reflect the current legislative and financial context.

16 The priority categories are ranked according to the level of risk to the Council and the community if a project does not proceed. Projects in higher priority categories carry greater risk if they are deferred or not delivered, such as harm to people, breach of legislative, consent or contractual obligations, or failure of critical assets and essential services. Projects in lower categories carry lower or less immediate risk, generally a gradual decline in levels of service or a missed opportunity to improve services or enable growth.

17 The framework uses a two-step process. Each project is first categorised according to its primary driver, being the main reason the project is required. Projects are then assigned to one of five priority categories.

Step 1: Project Drivers

18 Ten project drivers have been identified, as set out in Table 1. While many projects deliver more than one benefit, each project is assigned a single primary driver so that all projects are assessed on a consistent basis.

***Table 1**: Project drivers*

Driver	Description
Capacity constraints	Networks that are at capacity and require renewal before any new development can take place. Does not include network extensions associated with growth.
Carbon reduction	Projects that deliver against the goal of becoming a Zero Carbon city by 2040.
End of service life	Includes poor condition assets that are no longer meeting the required current level of service.
Environmental	Projects or programmes that enhance or protect the environment.
Growth	New infrastructure associated with growth, including upgrades to existing networks to enable growth.
Health and safety	Projects that protect the safety of staff, contractors and the community.
Legislative changes	Includes drinking water compliance and other legislative changes driving capital works.
Levels of service	Projects associated with improving levels of service to the community.
Resilience	Projects relating to the mitigation of flooding risk and/or natural hazards.
Resource consent compliance	Projects required to meet current or future consent requirements.

Step 2: Priority Categories

19 Projects are then assigned to one of four priority categories, as shown in Table 2.

Table 2: *Priority categories*

Priority	Description	Primary risk(s) if not delivered
P1	***High risk projects*** a) Contractually committed* b) Fully externally funded c) Primarily driven by critical health and safety outcomes d) Critical asset provision and renewal e) Primarily driven by legislative or resource consent compliance	• Financial penalties associated with breach of contract • Loss of external funding • Serious harm to people • Regulatory or consent non-compliance • Failure of critical assets affecting public health, essential services or the environment
P2	***Looking after what we have*** a) Non-critical asset renewals b) Maintaining existing levels of service c) Growth within agreed planning timeframes, government-led growth initiatives, and capacity constraint projects.	• Gradual decline in asset condition and levels of service • Environmental or growth outcomes not met within agreed timeframes
P3	***Improvements*** a) Growth projects not captured within P1-P2. b) Level of service improvement projects not captured within P1-P2.	• Lower risk; mainly the opportunity cost of not improving services or enabling further growth
P4	***Not yet assigned*** a) Projects not assigned to P1-P3 due to insufficient information. The intention is that this category will reduce over time as project information improves.	(Risks not yet known because information is insufficient)

**Contractually committed projects would be assessed against the quantum of financial penalty associated with deferring or cancelling a project*

20 P1 projects are generally those the Council is obliged to deliver and carry the highest risk if not delivered. They are externally funded or contractually committed, address critical health and safety of people, are required to meet legislative or resource consent obligations, or are needed to maintain critical assets. There is generally less discretion over whether these projects proceed.

21 P2 projects maintain existing assets and levels of service, deliver environmental improvements, or respond to growth within agreed planning timeframes. This category also includes required land purchases, government-led growth initiatives and projects that address capacity constraints.

22 P3 projects are growth and level of service improvement projects that are not captured within P1-P2. These are the most discretionary projects in the capital programme as they carry the lowest risk if deferred, and are likely to be the main focus of Council decisions where funding is constrained.

23 P4 is a holding category for projects that cannot yet be assigned to P1-P3 because there is insufficient information. As project information improves, these projects will be re-assessed and assigned to the appropriate category.

Critical and non-critical assets

24 The framework distinguishes between critical and non-critical assets. The provision and renewal of critical assets is a P1 priority, while non-critical asset renewals are a P2 priority. Critical assets are generally those whose failure would have the most significant consequences for public health and safety, essential services or the environment.

Applying the framework

25 Staff are developing the draft capital programme using internal asset management planning information. The base capital budget is being developed using projects that meet the P1 or P2 criteria.

26 Projects previously approved by Council, including those in the 9 Year Plan, are assessed against the framework in the same way as new projects. A project's priority category is based on its primary driver and the criteria, not on whether it has previously been approved. A previously approved project is categorised as P1 'contractually committed' only where the DCC has entered into a binding contract for its delivery.

27 Where a previously approved project is assessed as P3 or P4, this will be identified in the budget options reports so that Council can make an explicit decision about whether to retain, defer, rescope or remove it. Any such changes would be consulted on as part of the Long Term Plan and Water Services Strategy process.

28 The framework is intended to inform, rather than determine, decisions on the capital programme. A project's priority category indicates its relative importance, but other factors such as cost, deliverability, timing and interdependencies with other projects will also be considered when developing the draft capital budget.

29 The framework is designed to apply across all Council activities. Because every project is assessed against the same drivers and priority categories, the framework supports a consistent approach to capital investment across the city.

Alignment with legislative reform

30 The Local Government (Systems Improvements) Act 2026 amended the purpose of local government to focus on meeting the current and future needs of communities for good-quality, cost-effective and local infrastructure, public services and performance of regulatory functions.

The Act also identified core services that councils must have particular regard to, including network infrastructure and waste management and minimisation.

31 The framework is consistent with this proposed direction. It gives priority to meeting safety, legislative and consent obligations and to maintaining existing assets and levels of service, ahead of discretionary improvements.

OPTIONS

32 As this is a noting report, there are no options.

NEXT STEPS

33 Staff will continue developing the draft capital programme, using the framework to prioritise capital projects within an envelope that is considered affordable and deliverable.

34 The draft capital budget will be presented to Council for consideration at the meeting on 7-11 December 2026.

Signatories

Author:	Janet Fraser - Corporate Planner
Authoriser:	Carolyn Allan - Chief Financial Officer

Attachments

There are no attachments for this report.

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision making and action by, and on behalf of communities and meets the current and future needs of communities for good-quality, cost-effective and local infrastructure.

Fit with core services of Local Government
This decision relates to:

- ✓ Network infrastructure
- ☐ Public transport services
- ✓ Solid waste collection and disposal
- ✓ Waste minimisation
- ☐ Emergency management
- ✓ Libraries, museums and cultural facilities
- ✓ Parks, reserves and recreational facilities
- ☐ None of the above

The prioritisation framework will be applied across the capital programme for 2027-37.

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	☐	☐	☐
Economic Development Strategy	☐	☐	☐
Environment Strategy	☐	☐	☐
Arts and Culture Strategy	☐	☐	☐
3 Waters Strategy	✓	☐	☐
Future Development Strategy	✓	☐	☐
Integrated Transport Strategy	✓	☐	☐
Parks and Recreation Strategy	✓	☐	☐
Other strategic projects/policies/plans	☐	☐	☐

The prioritisation framework contributes to strategies that relate to the provision of infrastructure, growth and Council facilities.

Māori Impact Statement

The adoption of Te Taki Haruru Māori Strategic Framework signals Council's commitment to mana whenua and to its obligations under the Treaty of Waitangi. Mana whenua and mātāwaka will have an opportunity to engage with the Long Term Plan and Water Services Strategy consultation process, including the draft capital programme.

Sustainability

Sustainability and zero carbon goals are included in the prioritisation framework.

LTP/Annual Plan / Financial Strategy /Infrastructure Strategy

The prioritisation framework aims to assist with development of the capital programme included as part of the Long Term Plan 2027-37 and Water Services Strategy 2027-37.

SUMMARY OF CONSIDERATIONS
Financial considerations As above.
Significance This report is considered to be of low significance against Council's Significance and Engagement Policy. The community will be consulted on the draft Long Term Plan 2027-37 and draft Water Services Strategy 2027-37 using the Special Consultative Procedure.
Engagement – external Refer to the proposed Special Consultative Procedure noted above.
Engagement - internal Relevant DCC departments and staff are involved in the development of the 2027-37 capital programme.
Risks: Legal / Health and Safety etc. There are no identified risks.
Conflict of Interest There are no known conflicts of interest.
Community Boards There are no specific identified implications for Community Boards.

RESOURCE RECOVERY PROJECTS AND INITIATIVES OPTIONS REPORT - 10 YEAR PLAN 2027-37

Department: Waste and Environmental Solutions

EXECUTIVE SUMMARY

1 This report recommends projects and potential initiatives for inclusion in the 10 year plan 2027-37 (the plan), to facilitate the establishment of a strong resource recovery network.

2 Investment in a resource recovery network will reduce waste to landfill, support community-led circular economy initiatives, and improve diversion of construction and demolition materials.

3 The proposed network comprises:

a. A centralised Resource Recovery Hub.

b. Up to three Community Resource Recovery Centres (CRRCs).

c. An online resource circularity platform.

d. Targeted incentives to encourage construction and demolition waste diversion.

4 Council receives waste levy funding from the Ministry for Cities, Environment, Regions and Transport, and sets direction for how the funding will be used through the adopted Waste Management and Minimisation Plan 2025 (WMMP).

5 The proposed projects and initiatives can be funded through waste levy revenue and directly delivers actions contained within the Waste Management and Minimisation Plan 2025 and the Zero Carbon Plan.

RECOMMENDATIONS

That the Council:

a) **Decides** on the option for inclusion in the 10 year plan 2027-37.

1. **Option 1** - Develop a range of projects and incentives to enable a strong resource recovery network, including:

   i. $400,000 per annum in the 10 year plan 2027-37 Waste Minimisation budget for a centralised Resource Recovery Hub site (dependent upon the lease liability and term), funded from Waste Levy revenue.

   ii. $60,000 per annum in the 10 year plan 2027-37 Waste Minimisation budget for establishment and ongoing maintenance of three Community Resource Recovery Centres, funded from Waste Levy revenue.

iii. $20,000 in the 10 year plan 2027-37 Waste Minimisation budget towards the development of an online platform to support resource circularity, funded from Waste Levy revenue.

iv. $20,000 in the 10 year plan 2027-37 Waste Minimisation budget towards developing construction and demolition waste diversion incentive measures, funded from Waste Levy revenue.

v. Changes to Waste Minimisation Grants framework as follows:

1. Waste Minimisation Small Projects annual funding reduced from $10,000 to $5,000.

2. Waste Minimisation Commercial Grants annual funding reduced from $70,000 to $60,000, with a maximum allocation of $20,000 per applicant.

3. Waste Minimisation Community Grants annual funding increased from $60,000 to $75,000, with the maximum allocation increased from $5,000 to $7,500 per applicant.

vi. Establishment of a new Waste Minimisation Grant category 'Community Contracted Services Grants', with a maximum allocation of $150,000 and maximum funding term of three years, in the 10 year plan 2027-37 Waste Minimisation budget to support community-based organisations delivering enduring waste minimisation outcomes, funded from Council Waste Levy revenue.

2. **Option 2** - Status Quo - existing provision of general advice and guidance and retain existing council-led education initiatives, with unallocated waste levy funds to be used for Green Island Resource Recovery Park capital projects where they support waste minimisation activity.

b) **Notes** that the costs of the above options can be covered from hypothecated waste levy funding.

BACKGROUND

6 Council's Waste Management and Minimisation Plan (WMMP) was adopted in 2025 as a requirement under section 42 of the Waste Minimisation Act (WMA) 2008:

> *Waste management and minimisation plans*
>
> **43 Waste management and minimisation plans**
>
> (1) For the purposes of section 42, a territorial authority must adopt a waste management and minimisation plan.
>
> (2) A waste management and minimisation plan must provide for the following:
>
> (a) objectives and policies for achieving effective and efficient waste management and minimisation within the territorial authority's district:
>
> (b) methods for achieving effective and efficient waste management and minimisation within the territorial authority's district, including—
>
> (i) collection, recovery, recycling, treatment, and disposal services for the district to meet its current and future waste management and minimisation needs (whether provided by the territorial authority or otherwise); and
>
> (ii) any waste management and minimisation facilities provided, or to be provided, by the territorial authority; and
>
> (iii) any waste management and minimisation activities, including any educational or public awareness activities, provided, or to be provided, by the territorial authority:
>
> (c) how implementing the plan is to be funded:
>
> (d) if the territorial authority wishes to make grants or advances of money in accordance with section 47, the framework for doing so.
>
> (3) A territorial authority may amend its waste management and minimisation plan or revoke it and substitute a new plan.
>
> (4) A waste management plan adopted under Part 31 of the Local Government Act 1974 as at the commencement of this section must be treated as if it were a waste management and minimisation plan adopted under this section, and this Part applies to the plan accordingly.

7 The WMA also provides for a levy to be imposed on waste disposal facilities, and for a portion of that levy to be distributed to territorial authorities (sections 26, 30, and 31).

8 Section 32 of the WMA specifies how a territorial authority may spend the levy money it receives as follows:

> **32 Spending of levy money by territorial authorities**
>
> (1) A territorial authority may spend the levy money it receives under section 31 only—
>
> (a) on matters to promote or achieve waste minimisation; and
>
> (b) in accordance with its waste management and minimisation plan.
>
> (2) When making a decision in relation to funding any matter to which subsection (1) applies, the territorial authority must consider the effects that the decision may have on any existing waste minimisation services, facilities, and activities (whether provided by the territorial authority or otherwise).

9 Council's WMMP 2025 includes an Action Plan that describes the actions that will be carried out to achieve the objectives and targets contained in the plan. These are broadly divided into topics based on construction and demolition, community-based resource recovery, organics, and regional actions, and include a mix of both capital and operational projects that can be funded by waste levy.

10 On 15 April 2025, Council considered a report on a proposed Pilot for a Construction and Demolition Waste Resource Recovery System:

Moved (Mayor Jules Radich/Cr Mandy Mayhem):

That the Council:

a) ***Supports*** *in principle the proposed pilot construction and demolition resource recovery system.*

b) ***Approves*** *the allocation of $33,000 from 2024/2025 waste levy funding to support the feasibility stage of the pilot project.*

c) ***Notes*** *the outcomes of the feasibility study will be reported back to Council to consider whether to support and provide funding for the full pilot project.*

Division

The Council voted by division

For:	*Crs Bill Acklin, David Benson-Pope, Christine Garey, Kevin Gilbert, Carmen Houlahan, Mandy Mayhem, Jim O'Malley, Steve Walker, Brent Weatherall, Andrew Whiley and Mayor Jules Radich (11).*
Against:	*Crs Sophie Barker, Cherry Lucas and Lee Vandervis (3).*
Abstained:	*Nil*

The division was declared CARRIED by 11 votes to 3

Motion carried (CNL/2025/090)

11 At the Council meeting of 30 April 2025, the new Waste Management and Minimisation Plan 2025 was adopted, and a review of the Waste Minimisation Grants Framework was requested.

Moved (Cr Jim O'Malley/Cr Mandy Mayhem):

That the Council:

a) ***Adopts*** *the Waste Management and Minimisation Plan 2025 as amended.*

b) ***Approves*** *a review of the Waste Minimisation Grants Framework to be completed in time for the 2026/27 Financial Year.*

c) ***Notes*** *the Summary of Results from Submissions and the Summary of Recommendations from the Hearings Committee.*

d) ***Notes*** *that the Hearings Committee has heard and considered submissions on the Draft WMMP 2025.*

e) ***Notes*** *the minutes of the Hearings Committee.*

Motion carried (CNL/2025/100001) *with Cr Vandervis recording his vote against.*

12 On 12 August 2025, Council considered two reports relating to resource recovery. The first summarised a business case for strategic investment into the reduction of construction and demolition (C&D) waste in Dunedin.

Moved (Mayor Jules Radich/Cr Jim O'Malley):

That the Council:

a) ***Approves*** *the Business Case recommended option one, 'Collaboration with Community and Private Sector', for Strategic Investment into the Reduction of Construction and Demolition Waste in Dunedin.*

b) ***Notes*** *that the costing of priority projects and potential incentives would be reported to Council in December 2025.*

Division

The Council voted by division

For: *Crs Bill Acklin, Sophie Barker, David Benson-Pope, Christine Garey, Kevin Gilbert, Carmen Houlahan, Marie Laufiso, Cherry Lucas, Mandy Mayhem, Jim O'Malley, Steve Walker, Brent Weatherall, Andrew Whiley and Mayor Jules Radich (14).*
Against: *Cr Lee Vandervis (1).*
Abstained: *Nil*

The division was declared CARRIED by 14 votes to 1

Motion carried (CNL/2025/227)

13 The second report set out the rationale for a collaborative, partnership approach to community resource recovery.

Moved (Mayor Jules Radich/Cr Jim O'Malley):

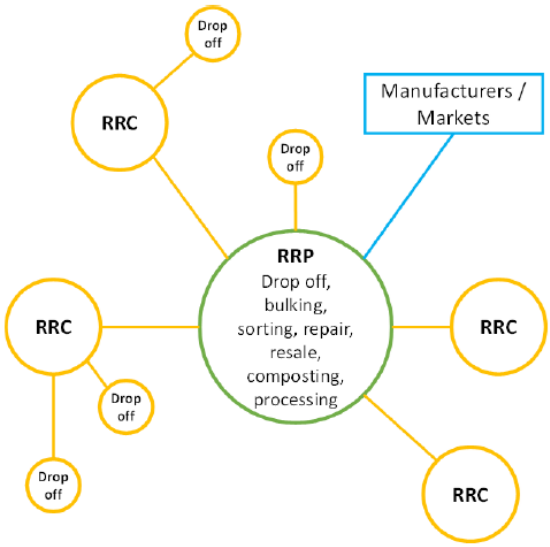
That the Council:

a) ***Approves*** *Option One – Collaborative Approach.*

b) ***Notes*** *the detailed costings, collaboration options and expected timeline for Community Resource Recovery Centres will be reported to Council in December 2025.*

Motion carried (CNL/2025/228) with Cr Lee Vandervis recording his vote against.

14 These reports built on recommendations from the Otago Regional Waste Assessment 2023 which proposed that for Otago, a network of Resource Recovery Centres (RRC) linked to Resource Recovery Parks (RRP) would be the ideal model, as shown in the diagram below (Hub and Spoke model, sourced from the Otago Regional Waste Assessment 2023 pg. 149, figure 11).



15 Whilst it was noted that costing and timelines for priority projects and potential incentives would be reported to Council in December 2025, the subsequent reports were deferred for Council's consideration during 10 year plan 2027-37.

DISCUSSION

16 The Otago Regional Waste Assessment 2023 included an assessment of the materials entering Green Island landfill that could have been diverted via existing recycling collections. The table below lists the material types that could have been diverted and the percentage of the overall waste stream (excluding organics and potentially hazardous wastes).

Material Type	Green Island Landfill
Paper – recyclable	5.3%
Ferrous metals	4.6%
Timber – reusable	3.5%
Timber – unpainted, untreated	3.5%
Paper – cardboard	2.4%
Textiles – clothing	2.1%
Glass – recyclable	2.0%
Plastic - recyclable	1.8%
Rubble – cleanfill	1.0%
Non-ferrous metals	0.8%
Rubble – new plasterboard	0.2%
Total	**27.2%**

17 Landfill disposal volumes and the types of waste are variable year on year; however, the data indicates that there is the potential to divert up to 10,000 tonnes of material per year from final disposal at Green Island landfill.

18 The Waste Futures Project includes a Resource Recovery Park (RRP) at Green Island, which is currently under construction. The proposed next steps to reduce waste to landfill for Ōtepoti Dunedin are a Centralised Resource Recovery Centre (RRC), and community-led spokes (Community Resource Recovery Centres (CRRC)). While the RRPs are the hub of the regional networks, the CRRC and RRC form the primary nodes where most material is dropped off and consolidated locally. Research has shown that many CRRC start off as local transfer station sites that are upgraded and re-purposed to have a predominant focus on resource recovery. The CRRCs are the local centre for community activity, with many operated by community groups, NGO's, social enterprises, or iwi, and serve to engage, educate, and empower the local communities to not only recover materials but extract and apply the value of those materials for community benefit.

19 An extended and improved resource recovery park at Green Island will be the operational centre for Council's waste contractors. The rummage and recycling facilities already in place are well visited, but the remote location of the site means that community opportunities for re-use, repair, and repurposing of materials is limited.

20 The establishment and development of a wider resource recovery network would include:

a) A centralised Hub site for both C&D and community-based resource recovery (previously referred to as '2nd Rummage store').

b) Community-operated resource recovery centres (CRRC) at the neighbourhood level.

c) An online platform to support resource circularity.

d) Financial and non-financial incentives to encourage diversion of C&D materials from landfill.

e) Enduring Council facilitation of guidance, support, training, networking, and collaboration.

A centralised hub for community and C&D resource recovery

21 A centralised hub will be the key facility in an expanded resource recovery network, for both C&D and community-based resource recovery. A combined site is considered to be the most desirable and cost-effective option, offering a one stop shop for the public. It is also expected that some existing small waste minimisation focused organisations may be able to co-locate at this hub.

22 Staff identified and investigated a range of commercial site opportunities across Ōtepoti Dunedin against combined criteria (see Attachment A). The total combined estimated size for a site is 5,000-6,000 m2, based on similar sites in Timaru, New Plymouth, and Auckland.

23 DCC owned sites were investigated first, but nothing was available of a sufficient size and condition to meet the criteria. Leasing a site is therefore considered to be the most viable and cost-effective option.

24 An assessment of the local lease market has been provided by the Council's Property Manager. This indicates that the range for a mixed use, centrally located site would be approximately $180-$210 per square metre for office and show room, $110-$125 per square metre for warehouse space, and $30-$50 per square metre for yard space. The total cost is dependent on the specific make up of each site, the location, and lease term.

25 Based on the site criteria and approximate pricing, staff have estimated a draft operating budget requirement of $400,000 for the rental of premises for the Central Resource Recovery Centre. Finalised costing could be variable, dependent upon the lease liability and term. At present it is planned to secure a site for three years, with provision to extend the lease if the site continues to be fit for purpose and demonstrably achieves a reduction in household and construction and demolition waste going to landfill.

26 Identifying and partnering with an experienced operator for day-to-day operation of the site is vital to ensure effective management of the hub, as well as providing oversight and support for community spokes. Candidate operators should have proven experience in resource recovery, and a track record of collaboration with both community groups and the construction and demolition industry. Market testing will establish the operational budget requirements, and following this a procurement process will identify the preferred supplier. Over time, the aim will be for operation of the site to be cost neutral, through the sale of reusable, refurbished and repaired items.

Community-based resource recovery centres (CRRCs)

27 Community organisations have consistently and clearly identified Council as a leader and facilitator for waste reduction, and a preference for a partnership approach.

28 A registration of interest (ROI) was sent to approximately 40 members of the Ōtepoti Waste Minimisation Network and other community stakeholders in November 2025. Respondents were asked to detail and itemise plans, costs and what they would need from Council as a partner to operate CRRCs. Although many members are not specifically working in this space, the ROI was sent to all members and as such elicited several informal responses indicating a willingness for collaboration across the network.

29 Of the responders, three communities have developed high-level 3-year plans for development, three have indicated willingness in the future, and informal indications of a desire to collaborate from groups that specialise in one or more specific resource streams, although this was not formally called for, have been registered.

30 The results of this process have affirmed prior recommendations that successful CRRCs will need operational and capital funding as well as dedicated resourcing from council to facilitate non-financial support and partnership.

31 A range of Council led enabling actions have been identified that include:

a) Compliance, consents, infrastructure, and workflow for set up and operations

b) Data measuring and reporting guidance

c) Health and safety implementation assistance – including guidance and reporting

d) Sector coordination, resource sharing and networking for collaboration

e) Communications, promotion, and storytelling

f) Capability building, providing sector training and development, cultural understanding, health and safety

g) Streamlined pathways for excess recovered resources.

32 Respondents to the ROI were asked to identify their infrastructure requirements to run a CRRC. Most respondents appeared to be planning large scale operations from day one, rather than building up over time in response to the local community's needs. A total of $400,000 of capex funding was requested in year one, with additional capex requirements to be assessed based on the growth, success, and requirements of the centres.

33 In addition, an allocation of $150,000 in operational funding was requested in year one, increasing to $300,000 in year two. Year three and beyond could not be accurately estimated due to the startup nature of most groups, the uniqueness of each community, and the intention to increase the number of CRRCs in future years (Zero Carbon plan R1.1.5). Most groups could not confidently estimate expected income without a comparable baseline.

34 Staff have recommended a capex budget of $60,000 per annum in the 10 year plan 2027-37 Waste Minimisation budget which should be sufficient to assist with the initial set-up costs of three small-scale operations, inclusive of ongoing maintenance needs, and would also enable future expansion.

35 A 'Deed of Funding' partnership agreement has been identified as the best mechanism for ongoing operational funding for community groups operating CRRCs. These agreements would follow the intent of the Council Procurement Policy, with final approval sitting with the Grants Sub-Committee.

36 For DCC purposes, a Deed of Funding is a formal, binding deed to confer funding to a recipient. It ensures public funds are delivered with integrity, accountability, and clarity, aligning recipient actions with policy and expectations. It establishes what funding is provided; under what conditions (deliverables, use of funds, reporting); and what obligations and safeguards apply (asset handling, IP, health, audit rights).

37 It is proposed that a new category of Waste Minimisation Grant (i.e., Community Contracted Services Grants) is introduced to support community-led organisations delivering enduring waste minimisation outcomes, including the CRRC Deeds of Funding as described above, with a maximum annual funding allocation of $150,000 and funding term of three years, funded from Waste Levy revenue. This proposed grant is covered in further detail later in this report.

38 The expected timeframe for CRRC development is variable in each community. If the proposed funding in the 10 year plan 2027-37 Waste Minimisation budget is approved, staff can begin to progress agreements and confirm work plans with community organisations. The one existing CRRC (OneCoast in Waikouaiti) is poised for further development as soon as funding is made available.

39 The partnership approach indicates a need for staff resourcing from Council. Staff time is required for acting as the partner, to facilitate ongoing capability building for this growing sector and to oversee reporting and management of the resource recovery sites. It is envisioned that this resourcing can be met through prioritisation of these projects within the existing Waste Minimisation Team staff establishment.

Online platform for resource circularity

40 Engagement with the business, Construction & Demolition, and community sectors on the Waste Management and Minimisation Plan 2025 (WMMP) identified support for an online platform to support resource circularity. Responses during engagement clearly articulated a desire for this to be a Council led action.

41 The scope of the online platform has been developed through the input and workshops on the WMMP, a hui with the Ōtepoti Waste Minimisation Network attended by 35 community organisations, workshops with the C&D sector group, plus a questionnaire sent to the wider contacts in this sector. The key features identified in an online platform were:

a) Comprehensive mapping of resource recovery options and decision-making tools for best recovery/reuse value

b) Providing guidance on waste minimisation practices and demonstrative case studies

c) Consistent and proactive updates of information

d) A "one stop shop" for relevant information across the business, community, and C&D sectors.

42 A project initiation document has been created to solidify the scope, plus provide a method and timeline for delivery, including an initial budget estimate of $20,000.

Incentives to reduce construction waste

43 Financial and non-financial incentives to encourage diversion of C&D materials from landfill were investigated as part of the wider Council building incentives workstream. Waste minimisation objectives have synergies with, for example, the Heritage Action Plan (adaptive reuse of heritage buildings), the Zero Carbon Plan (relevant key shifts include 'divert more waste from landfill' and 'use resources in a more circular way'), and the Procurement Emissions Standards on diversion of waste to landfill in DCC contracts.

44 Preliminary discussion with consenting teams has indicated that existing regulatory controls limit the scope for intervention, which means that it is not viable to introduce free or discounted fees to encourage waste minimisation. Changes to the Building Act in 2026 are expected to introduce fast track pathways (10 days) for 'sustainable buildings', and this includes buildings with low embodied carbon, which will make material efficiency a core consideration - using less material, reducing waste, and maximising the use of existing buildings.

45 Another available pathway via the building consents process is through Project Information Memorandums. These could be used to signpost relevant waste minimisation incentives, which in turn would be funded from the waste levy, with a set amount to be allocated in each year. Potential incentives measures are outlined below:

a) The Waste Minimisation Team provide advisory services at the pre-application stage, including assistance with developing an optional Site Waste Management Plan (SWMP). Mandatory SWMPs cannot be introduced without a local bylaw, which would incur compliance and enforcement costs.

b) Introduce a 'low waste construction site' certification and/or an award scheme for high diversion or innovation.

c) Support on-site waste sorting systems through the provision of upfront training for site managers, standardised signage, and practical toolkits.

d) Provide developers with software to track materials coming to site and waste leaving the site (a trial of the WasteX AI-powered platform is currently underway on four sites in Dunedin).

e) Separated disposal pricing at Green Island, with higher costs for mixed loads – this is covered in more detail below.

46 Council could also explore additional ways of collaborating with private waste operators to expand their activities and the range of materials that can be dealt with locally. Over the medium to long term, viable new products, services and infrastructure could be developed too, working with Startup Dunedin to activate and support early-stage innovation in resource recovery. This work could also be supported via the contestable Waste Minimisation Commercial grants.

47 At present, it is difficult to quantify a budget to support incentives because available waste levy funding will drive what measures can be introduced, relative to the other demands on that funding. Integration with the wider building incentives work will also affect the nature of the measures chosen for implementation. It is proposed that a tentative budget of $20,000 should be allocated in the 10 year plan 2027-37 to enable operating procedures to be established and other preparatory work to be undertaken to support the introduction of incentives.

Current construction waste diversion measures at Green Island

48 The most recent full audit of incoming waste at Green Island landfill was undertaken in November 2022, as an input to the Regional Waste Assessment 2023 and the Waste Management and Minimisation Plan 2025 (WMMP). In November and December 2025, an observational survey was undertaken to obtain an up-to-date picture of the type and quantities of C&D waste being deposited by visitors to the Green Island transfer pit. Sample days and times were monitored using the footage from two cameras already positioned at the transfer pit. A casual waste audit assistant was also employed to directly observe and record loads over 12 days in a two-week period.

49 The bulk of C&D loads observed were mixed materials. Timber, concrete, plasterboard and metals were the most common divertible components. High quality fit out items and hard plastics were also notable areas of potentially easily divertible materials.

50 Plasterboard appeared frequently in general loads rather than being separated, despite the presence of a dedicated skip in the recycling area. It was noted that traffic flow and bay layout created decision point pressure, leading to quick dumping rather than material sorting. Existing signage was often missed, unclear, or competing with visual clutter. It was observed that inclement weather and time pressures may contribute to the lack of diversion. There is strong potential for gypsum recovery from plasterboard and for graded reusable timber, if supported with clearer systems.

51 There are existing collections of plasterboard, metals, polystyrene, and cardboard at Green Island, aimed at householders and local tradespeople. Receptacles are planned for timber and for PVC/HDPE pipe offcuts that are of reusable lengths. (The Rummage store also accepts salvaged items for resale, such as doors and sanitary ware).

52 The provision of new information and directional signage to the C&D recycling area would need to be accompanied by a marketing campaign aimed at householders and local tradespeople. Staff would work with trade retail outlets to promote the opportunities to trade customers. Emphasis would be given to the cost savings that can be gained from pre-sorting materials, enabling easy drop-off of reusable and recyclable materials free of charge, before visiting the transfer pit with any landfill items. The current landfill charge is $340.00 per tonne of general solid waste, so removing heavy items like plasterboard and timber could lead to significant savings for customers.

Pilot for a Construction and Demolition Waste Resource Recovery System

53 The feasibility stage of the pilot C&D resource recovery system approved by Council on 15 April 2025 was completed in early 2026. Council's allocation of $33,000 was augmented by $25,000 from industry sponsors, who have taken a keen interest in the findings and remain supportive of a Dunedin based trial.

54 KiwiRail has confirmed that a trial discounted rate would be available to transport recyclable materials to Christchurch and to destinations in the North Island. Waste Management NZ has confirmed that its local site can be used to receive and sort materials, as an in-kind contribution towards a trial.

55 The feasibility study was designed to investigate appropriate options for the local reuse of C&D material, and discussions were undertaken with local organisations who may be able to use treated timber offcuts. The study examines use of the rail network to transport recoverable/recyclable construction materials that cannot presently be dealt with in Dunedin, namely larger amounts of treated timber, PVC and HDPE pipes, fibre cement board, and soft plastics. Additionally, whilst small amounts of plasterboard and polystyrene can be processed in Dunedin, the larger quantities arising from construction sites cannot presently be managed locally and require transportation.

56 In summary, the feasibility study illustrates that the rail-based reverse logistics are complex but potentially achievable. It is suggested in the report that a physical trial should be limited to materials from five sample construction sites in Dunedin (locations to be determined), to make the amounts manageable and to demonstrate proof of concept. Two trial options are given:

a) Move all six materials to locations in Christchurch, Auckland (and treated timber on to Taupō or Whangarei). A total of 25.5 tonnes in nine containers. The total cost would be $102,971, inclusive of Environmental Innovation Centre (EIC) consultancy costs for training, project management and reporting of $59,500.

b) Move Plasterboard (GIB), PVC/HDPE pipes, soft plastics and expanded polystyrene only, to Christchurch. A total of 13.5 tonnes in five containers. Total cost would be $73,515, inclusive of EIC consultancy costs for training, project management and reporting of $50,150.

57 The materials to be transported will have a value as feedstock for industry stakeholders, who will have a vested interest in testing the reverse logistics methodology, and in establishing and funding a long-term solution. Waste levy funding is available to cover the training, project management and reporting costs of the pilot study, although it is suggested that this should be contingent upon contributions from industry partners to cover the equipment and transportation costs.

Enduring Council facilitation and leadership

58 Enduring Council facilitation and leadership is critical to ensure the continued success and sustainability of reduced waste to landfill measures from both the C&D project and the community resource recovery project. Successful initiatives rely on strong collaboration between diverse stakeholders, including community groups, kaupapa Māori organisations, social enterprises, businesses, and the local construction and waste sectors. Council's role as a backbone organisation provides stability, governance, and strategic oversight, enabling authentic partnerships and collective impact. In the absence of Council facilitation, there is a risk

of fragmentation, duplication of effort, and slower progress toward waste minimisation and circular economy goals.

Review of the Waste Minimisation Grants Framework

59 Following the requested review of the Waste Minimisation Grants Framework (CNL/2025/100, 30 April 2025) staff recommend a revised Waste Minimisation Grants Framework that strengthens alignment with the WMMP 2025 by increasing support for community organisations and introducing support for contracted services for Community Resource Recovery Centres.

60 The proposed changes respond directly to stakeholder feedback seeking greater operational certainty, expanded funding, and improved capacity to deliver waste minimisation outcomes across Ōtepoti Dunedin. Submitters requested ongoing multi-year support for operational certainty, increased grant funding, and a reduction from 30% to a 20% contribution requirement from community organisations. Proposed adjustments to grant funding and maximum allocations are intended to ensure alignment with the objectives in the WMMP 2025 and balance community need with responsible and transparent use of the waste levy, ensuring the framework remains equitable, effective, and financially sustainable.

61 Waste minimisation staff commenced this review by looking at data from 2019 to early 2025 on the grants amounts applied for and awarded, feedback from stakeholders during the development of the WMMP, and submissions made to the hearings committee that resulted in the hearings committee requesting the review of the grants.

62 The current purpose of the grant categories is:

a) Waste Minimisation Small Grants - The Small Waste Minimisation Project Grant is to help fund any idea, project, initiative, or event that encourages, promotes, or administers waste minimisation activities in Dunedin up to $500.

b) Waste Minimisation Community Grants - The Waste Minimisation Community Grant is to help fund any idea, project, initiative, or event that encourages, promotes, or administers waste minimisation activities in Dunedin up to $5,000.

c) Waste Minimisation Commercial Grants - The Waste Minimisation Commercial Grant is to build local capability in the resource recovery sector. It is intended to support local economic benefit and employment opportunities, innovation, and design which retains material and value from diverted material and/or minimises waste.

63 The grant funding and application details are listed in the below table below:

Type of Grant	Amount	Total funding annually	Timing	Eligibility
Waste minimisation small grants	Up to $500	$10,000	Open annually February -December (10 day turn around).	Schools, not-for-profits, charitable and voluntary community groups or organisations
Waste minimisation community grants	Up to $5,000	$60,000	Two funding rounds per year in March and September.	Schools, not-for profits, charitable and voluntary community groups or organisations
Waste minimisation commercial grants	Up to $70,000	$70,000	One annual funding round in September.	Dunedin-based businesses and organisations for commercial activities taking

				place within the Dunedin region

64 The total numbers of applicants and amounts awarded 2019-2025 are listed in the table below. (Unallocated funds can be redistributed between grant categories or returned to the Waste Levy reserve).

Waste minimisation small grants 2019-2025 ($10,000 per year = $60,000)					
Applications	Successful applications	Total Amount applied for	Total Amount awarded	Average application	Average awarded
35	34	$16,459	$16,301	$470	$479

Waste minimisation community grants 2019-2025 ($60,000 per year = $360,000)					
Applications	Successful applications	Total Amount applied for	Total Amount awarded	Average application	Average awarded
97	92	$452,796	$370,560	$4668	$4028

Waste minimisation commercial grants 2019-2025 ($70,000 per year = $420,000)					
Applications	Successful applications	Total Amount applied for	Total Amount awarded	Average application	Average awarded
52	34	$1,153,315	$448,552	$22,179	$13,192

65 The new funding priorities in the WMMP 2025 encourage applicants to consider the higher end of the waste hierarchy and the objectives of the WMMP. Since September 2025, new funding priorities and considerations included in the WMMP have been implemented, and a reduction made to the required community contribution for projects from 30% to 20%. This contribution can be made up by in-kind or cash contributions to a project.

66 The small grant category (currently $10,000 annually) historically has been under subscribed. In the period reviewed, a total of $16,301 was awarded, from a total available of $60,000. This category is useful for schools and early childhood centres, but often community organisations apply for the community grant instead, as the awarding of a small grant excludes the group from applying for a community grant. For this reason, it is recommended that funding for this grant category is reduced.

67 The proposed changes to the community grant category were presented to community representatives at a hui attended by approximately 35 people in October 2025. Feedback from Community organisations showed 90% supported an increase from $5,000 to $7,500 per applicant. Five respondents suggested the amount should be increased to $10,000, while others suggested the amount should not be capped and should depend on the project or activity.

68 The proposed changes to the commercial category of grants were surveyed with community organisations, previous recipients of the grant and via advertising in the Otago Daily Times. Business South were asked to distribute to their members. Nine responses were received at the community hui, and thirteen from other sources. All but two responders supported increasing the total of funding to $100,000, with two 'maybe' responses. In response to the question "Do you support introducing a maximum amount of $20,000 per applicant" 50% agreed, 30% disagreed and others did not answer but rather made comments. The emergent themes of the comments on this question were that applications should have funding awarded based on merit; effectiveness; and targeting specific waste streams in various funding rounds for better alignment with council goals. Staff have therefore recommended that the overall allocation be

reduced to $60,000, with a maximum allocation of $20,000 per application, to be targeted towards specific waste streams.

69 It is proposed that a new grant category of Waste Minimisation Community Contracted Services is established to support community-led organisations delivering enduring waste minimisation outcomes, including the CRRC Deeds of Funding for community organisations operating Community Resource Recovery Centres.

70 The table below describes the existing funding allocation and the proposed changes.

Waste Minimisation Small Projects	
Current:	Recommended changes:
• Annual allocation $10,000 p.a. (available all year round). • Non-contested funding. • $500 maximum.	• Reduce allocation to $5,000 p.a. (available all year round). • Non-contested funding. • $500 maximum.
Waste Minimisation Community Grants	
Current:	Recommended changes:
• Annual allocation $60,000 p.a. (2 application rounds at $30,000 each) • Contested funding. • $5,000 maximum per application.	• Increase to $75,000 (2 application rounds at $37,500 each) • Contested funding. • $7,500 maximum per application.
Waste Minimisation Commercial Grants	
Current:	Recommended changes:
• Annual allocation $70,000 p.a. (1 application round per year). • No maximum application. • Contested funding.	• Reduce allocation to $60,000 (1 application round per year). • $20,000 maximum per application, targeted towards specific waste streams in alignment with WMMP. • Contested funding.
Community Contracted Services Grants	
Current:	**Recommended changes:**
• No current allocation.	• NEW allocation $150,000. • Maximum three year term of funding. • Used to support community-led organisations delivering enduring waste minimisation outcomes and 'Deeds of Funding' for Community Resource Recovery Centres. • Non-contested funding.

OPTIONS

Assumptions

71 Future financial requirements could not be precisely estimated due to the startup nature of most of the community groups, the uniqueness of each community, and the intention to increase the number of CRRCs in future years (Zero Carbon Plan R1.1.5). Most community groups could not confidently estimate their expected revenue without a comparable baseline. Staff have used an

assessment of the local lease market, feedback received from community groups, and information from other Councils as a basis for establishing baseline budgets.

Financial Comparison

Table 1: Comparison of options against ongoing annual operational costs on completion of the project:

OPTIONS ($000s)	RESOURCING	FUNDING			
	FTE req'd (existing & additional)	Operating costs (A) $000s	Total opex costs (A+B+C) $000s	Non-rates operational funding $000s	Rates funding $000s
Option 1 - Resource Recovery Projects & Initiatives	2	1,063	1,063	1,063	-
Option 2 - Status Quo - Waste Minimisation Grants	2	397	397	397	-

72 Resourcing can be met through prioritisation of these projects within the existing Waste Minimisation Team staff establishment. The options would be funded through waste levy revenue.

Option One –Develop a diverse range of projects and incentives to enable a strong resource recovery network.

73 This option includes the establishment of a centralised hub site combining C&D and community-based resource recovery, along with up to three community-run resource recovery centres. It also includes the development of an online platform for resource circularity, with Council acting as the facilitator of collaboration, and a suite of incentives for C&D waste minimisation. This option reflects sector input and best practice, ensuring authentic partnership, capability, and capacity building for enduring and effective impact.

74 This option also includes the following changes to the Waste Minimisation Grants framework:

a) Waste Minimisation Small Projects annual funding reduced from $10,000 to $5,000.

b) Waste Minimisation Community Grants annual funding increased from $60,000 to $75,000. Maximum allocation increased from $5,000 to $7,500 per applicant.

c) Waste Minimisation Commercial Grants annual funding reduced from $70,000 to $60,000. Maximum allocation of $20,000 per applicant.

d) Introduction of Community Contracted Services Grants with a maximum annual funding allocation of $150,000 and funding term of three years.

Option Assessment

Advantages

- Substantially advances delivery of C&D actions in the WMMP and the Zero Carbon Plan.
- City-wide and DCC's greenhouse emissions are likely to decrease with this option due to the anticipated increased diversion of recoverable material from landfill.
- Maximises diversion from landfill and reduces future pressure on Council's waste disposal infrastructure and provides beneficial uses for reusable and recyclable materials.
- Enables cost savings for local construction businesses, helping to retain economic vitality and viability.
- Provides new or enhanced economic development opportunities for local waste management and recycling businesses, and innovators in C&D resource recovery.
- Creates job opportunities, innovation opportunities, behaviour change, and strengthened community-led development.
- Potential for co-funding or philanthropic partnerships - a collaborative structure can attract additional funding streams.
- Improves data quality across the resource recovery network.
- Can be funded using waste levy reserve and future waste levy income.

Disadvantages

- Requires ongoing staff resourcing for partnership management and facilitation.
- Allocation of waste levy funding to these projects may limit the potential for other waste minimisation projects (i.e., there is an 'opportunity cost').
- Developing funding deeds, annual work plans, capability frameworks, and site-specific compliance processes impacts workload across multiple internal teams.
- Higher proportion of debt funding used for capital projects.

Risks

- Uncertainty over the lease costs for a central Resource Recovery site.
- Ability to procure a suitable operator for the central Resource Recovery site.
- The level of capability across community organisations is variable, and as such progress and outcomes may differ in different communities.
- Future changes to legislation which negatively impact Council's waste levy revenue.

Opportunities

- Enables and encourages community ownership of waste streams and addresses waste at the upper end of the waste hierarchy.

Option Two – Status Quo

75 Restrict activities to the existing provision of general advice and guidance and retain existing council-led education initiatives. Utilise the existing waste levy funded contestable grants framework to support community resource recovery and commercial waste minimisation projects.

76 Under this option there would be surplus waste levy funds. The amount of surplus is variable based on the costs of transporting both yellow bin and green bin recycling to Timaru for processing; however, any surplus funding can be used to support capital expenditure on the Green Island Resource Recovery Park waste diversion projects that are aligned with the WMMP (i.e. Composting Facility, Construction and Demolition Waste Sorting Facility, Material Recovery Facility).

Option Assessment

Advantages

- No shift of staffing priority or procurement required.
- Lower risk to DCC.
- Maintains flexibility for future policy changes.
- Helps to deliver infrastructure in a cost-effective way.
- Reduced debt funding for capital projects.

Disadvantages

- Limits progression on waste minimisation and city-wide and DCC emissions reduction actions (WMMP Action 1 (online platform), Actions 22-25 (C&D waste) and Actions 26-28 (community-based resource recovery). Zero Carbon Plan action areas 'enable communities to reuse and recycle resources' (Actions R1.1.1 – R1.1.9), 'enable construction waste to be reduced, reused and recycled' (Actions R1.4.1 – R1.4.11), and 'enhance waste minimisation education and facilities').
- Increases the risk of DCC failing to meet 2029/30 organisational emissions reduction target, which may compromise DCC's ability to access LGFA's Climate Action Loans discounted lending rates.
- Continued reliance on landfill and limited alternatives for residents.
- Reduced innovation in resource recovery with a risk that existing informal initiatives dissolve, thereby reducing the current diversity of recovery activity across the city.

- Existing access issues remain, with only Green Island and Waikouaiti resource recovery sites available.
- Capital funding may be hard to shift once allocated.

Risks

- Diversion opportunities in Dunedin for C&D materials remain limited.

Opportunities

- Maintains flexibility for future policy changes.

NEXT STEPS

77 If option one is selected, a comprehensive project management plan will be prepared to support the development of a strong local resource recovery network, including a centralised hub, three initial community resource recovery centres, and an online platform to support resource circularity.

78 Staff will work to secure a favourable lease for the central hub site and undertake the procurement process for a suitably experienced and qualified operator.

79 Staff will work to develop deeds of funding and agreed annual work plans with the initial three identified communities for Community Resource Recovery Centres.

80 Staff will facilitate increased and improved capacity and capability across the community waste minimisation sector, including the facilitation of collaboration and collective impact for best efficiency and effectiveness in waste minimisation.

Signatories

Author:	Chris Henderson - Group Manager Waste and Environmental Solutions
Authoriser:	Scott MacLean - General Manager, City Services

Attachments

	Title	Page
⇩A	Combined site criteria	42
⇩B	RoI CRRC Nov 2025 FINAL	44

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision making and action by, and on behalf of communities. This decision supports local economic growth and development by fulfilling the current and future needs of communities for good-quality, cost-effective and local infrastructure, public services and/or performance of regulatory functions.

Fit with core services of Local Government
This decision relates to:

- ☐ Network infrastructure
- ☐ Public transport services
- ☐ Solid waste collection and disposal
- ✓ Waste minimisation
- ☐ Emergency management
- ☐ Libraries, museums and cultural facilities
- ☐ Parks, reserves and recreational facilities
- ☐ None of the above

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	☐	☐
Economic Development Strategy	✓	☐	☐
Environment Strategy	✓	☐	☐
Arts and Culture Strategy	☐	☐	✓
3 Waters Strategy	☐	☐	✓
Future Development Strategy	✓	☐	☐
Integrated Transport Strategy	☐	☐	✓
Parks and Recreation Strategy	☐	☐	✓
Other strategic projects/policies/plans	✓	☐	☐

Council's Waste Management and Minimisation Plan 2025 (WMMP) includes Action 1 (online platform), Actions 22-25 (C&D waste) and Actions 26-28 (community-based resource recovery). These actions contribute to the objective of 'improving local infrastructure and services to make good practice in waste minimisation convenient and easy'.

The resource use and waste chapter of the Zero Carbon Plan include action areas to 'enable communities to reuse and recycle resources' (Actions R1.1.1 – R1.1.9), 'enable construction waste to be reduced, reused and recycled' (Actions R1.4.1 – R1.4.11), and 'enhance waste minimisation education and facilities'

Māori Impact Statement

Engagement with mana whenua has occurred through the Waste Management and Minimisation Plan (WMMP) consultation process and participation in sector hui. Moving into implementation, targeted engagement and relationship building with local Rūnaka will be prioritised to ensure kaupapa Māori perspectives are embedded in project design and delivery.

This includes recognising tikanga in operational practices, supporting Māori-led initiatives within the resource recovery network, and ensuring equitable access to opportunities created by these projects. The approach aligns with Te Taki Haruru and Council's commitment to partnership under Te Tiriti o Waitangi.

Legislative reforms

The decision fits with proposed changes to the purpose of local government (meets the current and future needs of communities for good quality, cost-effective, and local infrastructure).

The decision aligns with the proposed core functions of Local Government (waste management and minimisation).

The Dunedin City Council receives waste levy revenue from the Ministry for Cities, Environment, Regions, and Transport (MCERT) via the Waste Minimisation Act 2008. The Waste Minimisation Act directs how waste levy may be used, and how it is allocated to Territorial Authorities.

Public consultation on proposed amendments to both the Waste Minimisation Act 2008 and the Litter Act 1979 was held in April and May 2025. Central government subsequently decided to amend the Waste Minimisation Act and replace the Litter Act. The proposed legislation will focus on five key areas:

- Changing how the waste levy is allocated to territorial authorities and what it can be spent on.
- Creating a framework for extended producer responsibility, ensuring producers remain accountable for their products throughout their lifecycle.
- Strengthening the tools available to monitor and enforce waste legislation and regulations.
- Enabling more effective controls for littering and mismanaged waste, including illegal dumping.
- Clarifying roles and responsibilities across central government, local government, and the waste sector.

In August 2026 Central government announced that this proposed legislation will not be introduced to the house this parliamentary term.

The proposed changes to how the waste levy is allocated to territorial authorities would result in a reduction in the total waste levy allocation to Dunedin City Council of approximately 20%; however, this will be largely offset by increases in the waste disposal levy scheduled for 1 July 2027. The levy charged on class 1 facilities will increase from $70 to $75 (7%), class 2 will increase from $40 to $45 (12%), and class 3 and 4 will increase from $15 to $20 (33%).

Additionally, as it is impossible to accurately predict the total waste levy collected by MCERT each year for subsequent allocation to territorial authorities, the Waste and Environmental Solutions Group uses conservative figures for this revenue during the annual budget setting process. The overall impact of changes to how the waste levy is allocated to territorial authorities is therefore expected to have minimal budgetary impact on the waste levy received by the Waste and Environmental Solutions Group.

Council may wish to consider the operating costs, service levels, and ongoing investment requirements of each option alongside any future legislative changes affecting local government funding and expenditure.

Sustainability

Emissions from waste in landfills comprise the largest component of the DCC's emissions footprint, making up 57% of DCC's 2025/26 emissions (48% from Green Island landfill, 9% from Closed DCC landfills) and show up at the city scale (with waste and wastewater adding to 3.3% of Dunedin's emissions in 2024/25). In addition, the use of resources shows up directly in the city's footprint in other ways, such as freight movements in the transport sector.

The Zero Carbon Plan and DCC's Emissions Management and Reduction Plan include a range of actions to 'enable communities to reuse and recycle resources' and 'enable construction waste to be reduced, reused and recycled'. Option One in this report directly progresses a number of these actions and would contribute to reducing both city and especially DCC emissions, as well as providing other community co-benefits. Option 2 would not enable the same reduction in emissions.

Achievement of DCC's target to reduce organisational emissions 46.2% by 2029/30 compared with a 2018/19 baseline is reliant upon significant increases to current diversion rates of paper, timber, food and garden waste from landfill. Option One supports increased diversion of these highly emitting waste streams from landfill, and achievement of DCC's organisational emissions reduction targets.

The emissions associated with extracting and processing resources are not yet measured in the city's emissions footprint, but these are significant. It is estimated that about 70% of global emissions come from material supply chains – including production, handling, and use. Globally, only 7.2% of global resources are reused or recycled. Each day 33kg per person of raw materials is extracted, yet most of this (about 30.5kgs) is not reused. Aotearoa New Zealand generates one of the highest amounts of waste per person in the OECD and has poor recycling rates.

Data suggests a significant amount of waste entering Green Island landfill could have been given a second life through reuse or recycling. Different types of resources decaying in landfill emit different amounts of greenhouse gases. The biggest emitters are wood, paper, food and garden waste. The options presented in this report do not directly impact adaptation and resilience to the effects of climate change. However, future climate impacts may influence demand for services and the capacity required to meet community needs over time.

LTP / Financial Strategy /Infrastructure Strategy/ Water Services Strategy

There are no implications for current levels of service or performance indicators at this stage of the project. Resource recovery infrastructure has not hitherto been included in the Council's Infrastructure Strategy, although there is legislative scope to broaden its content.

Financial considerations

Funding will be provided from waste levy revenue.

Significance

This decision is considered to be of low significance in terms of the Council's Significance and Engagement Policy.

Engagement – external

Engagement has been undertaken with a wide range of construction sector representatives, waste management sector representatives, and community groups and organisations. A C&D sector working group facilitated by the project lead met regularly from October 2024 and throughout 2025 and 2026.

Engagement has also been undertaken across a broad range of community groups, organisations, individuals, board members, staff, volunteers, and advocates. A network of approximately 40 groups and individuals has been established and engaged with in person in one-to-one meetings, shared hui and through the WMMP pre-engagement process and public consultation.

Engagement - internal

On C&D matters, internal engagement has been undertaken through a Project Control Group, comprising Building Services, Communications and Marketing, Housing Policy/Building Incentives, Procurement, Property Projects, Waste and Environmental Solutions, and Zero Carbon. An initial Investment Logic Mapping workshop was followed by meetings every four to six weeks.

On community resource recovery maters, internal engagement has been undertaken through meetings with a variety of internal teams including Policy, Community Partnerships, Property, and Parks and Recreation, as well as individual staff members with work that intersects with the project.

In addition, a Project Advisory Group has been established for oversight on both the community and C&D projects, comprising Building Services, Communications and Marketing, Housing Policy/Building Incentives, Procurement, Property Projects, Health and safety, Enterprise Dunedin, Waste and Environmental Solutions, and Zero Carbon.

Risks: Legal / Health and Safety etc.

Health and Safety
Operating a C&D resource recovery hub involves handling diverse materials, machinery, and public interaction, creating potential hazards. Risks include injury to staff or volunteers, unsafe handling of waste streams, and inadequate compliance with the Health and Safety at Work Act 2015. Mitigation will include robust health and safety frameworks, training, and Council oversight of compliance requirements.

Legal
Partnership agreements and funding arrangements carry legal obligations around procurement, asset management, and reporting. Risks include non-compliance with the Waste Minimisation Act 2008, contract disputes, or failure to meet deed conditions. These will be mitigated through formal deeds of funding, legal review of agreements, and clear accountability measures.

Reputational
Failure to deliver on commitments or manage partnerships effectively could damage Council's credibility with construction industry representatives, community organisations and the public. Risks include delays in implementation, or negative media coverage if health and safety incidents occur. Mitigation includes transparent processes, proactive communication, authentic engagement with stakeholders, and sufficient staffing to partner in an open and transparent way.

Financial
The project relies on hypothecated waste levy funding under the Waste Minimisation Act 2008. Risks include changes to central government criteria for levy use or fluctuations in revenue, which could impact long-term sustainability. Mitigation includes phased implementation, regular financial reviews, and exploring co-funding opportunities with partners to reduce dependency on a single funding source.

Conflict of Interest

No conflict of interest has been identified.

Community Boards

There are no implications for Community Boards at this stage of the project, although interest in the resource recovery network is expected to be high.

Combined site criteria for a centralised resource recovery hub

Purpose: Identify a site for the collection of household goods, and construction/demolition materials, that enables local tradies and community groups to re-use items and can serve as a distribution point for materials for haulage to recycling or reprocessing. To include a public facing shop and possible housing of community resource recovery groups with separate collaborative space.

	Criteria	Details/explanation
Site requirements	Site size	5,000-6,000m^2
	Site breakdown of spaces	Internal storage – space to organise large and fragile items Shop, including refill station Workshop/repair area Office/staff facilities Outdoor yard for materials storage Access and manoeuvring Indoor storage for household items
	Search area (Within 3km of centre?)	This factors in: Harbourside area University/Polytechnic area, Sites between Portsmouth Drive and Anderson's Bay Road
	Zoning	Industrial preferred, some commercial and mixed-use zones may also offer opportunities.
	Accessibility	Near public transport route Safe vehicle access/egress, including large vehicles Parking (approx. 20 spaces) and manoeuvring space for customers/visitors Cycle Parking
	Infrastructure	Water and sewerage Internet and phone EV charger

Combined site criteria for a centralised resource recovery hub

	Criteria	Details/explanation
	Physical attributes	Not susceptible to flooding Soundness - earthquake rating Weatherproof building
	Visual and amenity	Appealing and approachable retail space Street frontage for walk ups would be great if achievable
	Health and Safety	Kitchens and bathrooms, fire exits, safety equipment
Operational requirements	Interactive spaces	Meeting rooms Breakout/collaboration spaces
	Organisation specific spaces	Delineated space for organisations that directly serve the public.
	Support services	IT support and access to software (for sales, inventory etc.
	Training	e.g., WorkSafe, IT, site management
	Site Management Plan	Agreed set of operational guidelines for shared spaces
	Equipment	Truck and space to operate/park Baler(s) Forklift Trailer for customer use (conditional)

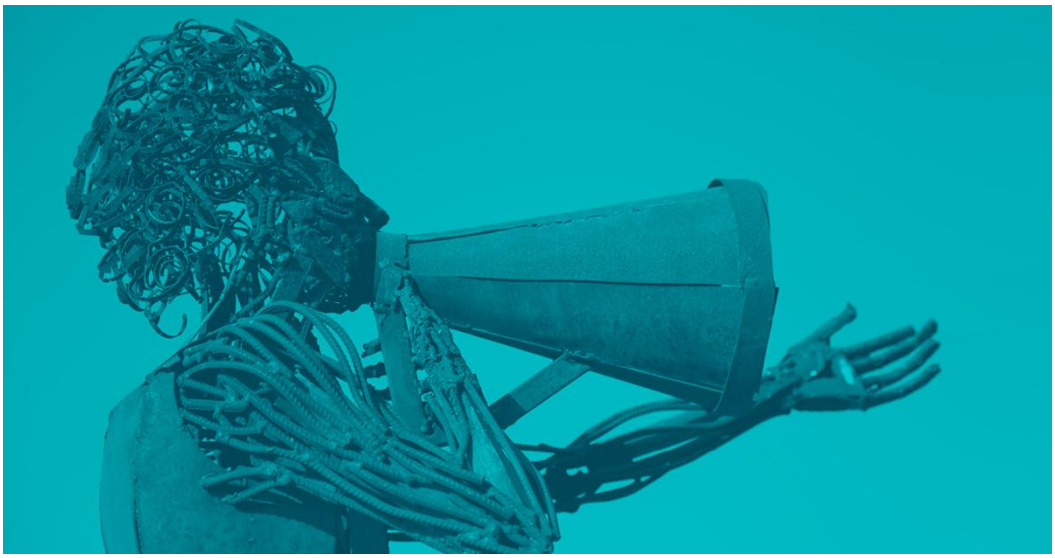
DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

Call for

Registrations of Interest

for

Community Resource Recovery Centres



The DCC as a partner

The Dunedin City Council (DCC/We/Our/Us) is committed to developing close partnering relationships with our suppliers and contractors; this is another opportunity to work closely with DCC to provide services of importance to the city.

Dunedin is a liveable city, with a strong network of accessible and connected communities. We are the local authority for the wider Dunedin area, which covers 3,340kms2 from north of Waikouaiti to the Taieri River in the south and inland to Hyde, including 200 km of coastline.

The DCC has declared a climate emergency and committed to reducing Dunedin's carbon emissions (excluding biogenic methane) to net zero by 2030, including by achieving the DCC's organisational emissions targets.

We are also part of a conservation collective committed to pest eradication in our urban and rural landscapes by 2050.

DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

Opportunity overview

The Dunedin City Council (The DCC/we/us) is seeking Registrations of Interest from experienced community organisations to deliver resource recovery opportunities of household goods to residents through Community-based Resource Recovery Centres.

This is a unique opportunity to make an impact on waste reduction in our city and strengthen community sustainability.

What's most important

This is the first time the DCC's Waste and Environmental Solutions team will formally work in partnership with community organisations to impact waste minimisation and resource recovery in community led ways.

It is critical for us that our partners have connection to community and residents, capacity to take on this new challenge and a strong understanding of the waste system, the waste hierarchy in particular, will be critical for us.

It will be important that our partners are able to safely collect recovered resources, collect data on gather data on what is collected plus its redistribution and to redistribute the resources locally (in the first instance). Ability to communicate effectively to encourage behaviour change will also be a key factor on impact.

What we don't want

We don't want single stream resource recovery. We are seeking to partner with those who can collect, divert and redistribute a multitude of waste types rather than expertise in one area.

Section 1: Key information

1.1 Context

This ROI is an invitation to suitably capable partners to submit a Registration of Interest (Response) for a partnership funding opportunity as a Community Resource Recovery Centre.

This ROI is the first stage of developing partnerships with organisations. We are reaching out to identify those who want to develop community capability and capacity in resource recovery alongside us.

We are seeking partners who are interested in shaping the final scope and delivery model with us.

1.2 Point of Contact

Our point of contact is **Tess Trotter, Waste Planning Advisor – Community Groups.**

All communications and enquiries must be directed through email to tess.trotter@dcc.govt.nz

1.3 Indicative Timeline

We are committed to keeping respondents informed of key milestones as the process evolves, including anticipated dates for awarding of grants.

Process Step	Date – NZ time:	Key info
Request for Interest sent	Wednesday 5/11/2025	The date this document is sent to community groups and members of Ōtepoti Waste Minimisation Network
Registrations for **correspondence** submitted	Thursday 13/11/2025	Register your interest to remain updated about this process. This is a simple registration of a key contact to be kept in the loop
Briefing	**Wednesday 12/11/2025**	**30 min presentation and 30 mins Q&A. 2pm, Plaza Conference room, ground floor, Civic Centre, 50 The Octagon.**

DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

		You may also attend this session online
Deadline for questions	Friday 21/11/2025	Questions may be submitted by email only to Tess Trotter
Deadline for answers	Wednesday 26/11/2025	All questions and answers will be sent via email to all those who have registered for correspondence
Deadline for responses	Friday 05/12/2025	Completed responses submitted
When you will hear back from us	No later than Wednesday 17/12/2025	We will be in touch by this date to advise of the next steps in this process
Interactive meetings	On request	

1.4 Developing your registration of interest

This is an open process. Take time to understand the requirements and consider the deadlines above. When composing your registration of interest, consider the outcomes and a broad approach to the activities that may be undertaken.

You must use the response form provided, and additionally a budget forecast must be provided. We understand that this initial budget will require further work and refinement as we shape the final scope and delivery model. Questions may be asked via email only, before the deadline for questions mentioned above. Questions will only be answered via email.

1.5 Submitting your response

a) If you are interested in this ROI, please register to receive further updates here. This will let us know to keep in touch with you through the process.
b) If you then decide your organisation should be considered for a partnership agreement with the us, please submit your registration of interest via the form linked here, by the deadline of Friday 5th December 2025, at 5pm.
c) You must also submit, via email to tess.trotter@dcc.govt.nz a high-level budget of forecasted operational and capital expenses, ideally for 3 years. Capital expenses refer to the purchase of assets, while operational expenses are your day-to-day running costs.

1.6 Process terms and conditions

At this stage of the process, we ask that you adhere to the limits of the response form and provide the budget by the closing deadline date as outlined above. Once we enter into a formal partnership agreement, there will be terms and conditions. We will keep you informed about these. Word limits are defined on the response form.

1.7 Changes

All changes will be notified via email.

Section 2: Our requirements

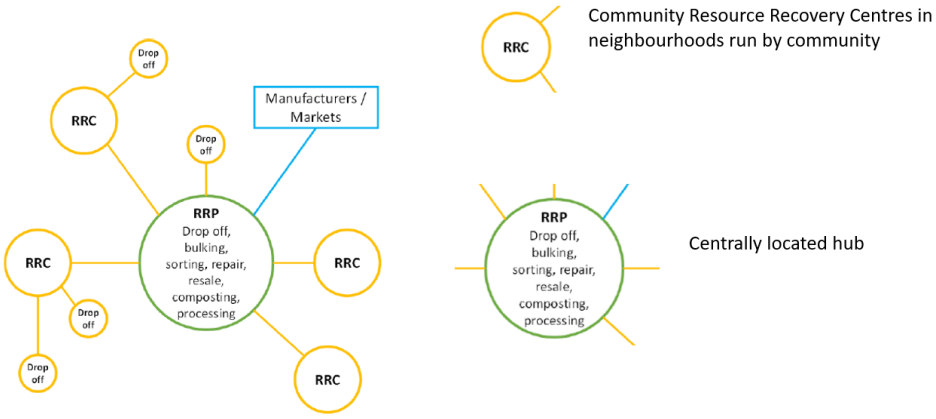
2.1 Background and Purpose

The DCC has a project to expand capacity for resource recovery in Ōtepoti Dunedin. Our intention is to have a collaborative approach and a 'hub and spoke model,' targeting household waste. As well as the partnering for community resource recovery centres, we are also establishing a large hub for community resource recovery, and an online platform to encourage and enable increased resource recovery to reduce waste to landfill and deliver positive wellbeing outcomes.

The below image demonstrates the hub and spoke model.

DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

Hub and Spoke Model



The desired outcomes from the Community Resource Recovery project are:

- efficient localised recovery of household resources for reuse that maximises the social advantage of goods being channelled to those most in need and/or most likely to utilise the resource.
- coordinated and collaborative approach to resource recovery
- a hub and spoke network of community-based resource recovery centres
- methodology for data collection for diverted resources for accurate measurement, assessment, and review for all parties.
- capacity and capability building for community organisations to enable professional and consistent resource recovery.
- continued capability and capacity building of the emerging Ōtepoti Waste Minimisation Network.
- to contribute to the reduction of emissions and shifts to a circular economy.
- to provide infrastructure and operational funding for community organisations to provide local diversion, as well as continued growth in innovation, economic opportunities, and social, cultural, and environmental wellbeing benefits.

2.2 What we require

We require community organisations willing to partner with us to establish and run community 'spoke' locations for localised resource recovery, called Community Resource Recovery Centres (CRRC/RRC's). These centres will be drop off points for locals to recycle, upcycle, recover and reuse household resources. In turn, they will provide the return of household resources to residents, encouraging circularity and sharing in community.

We expect that this may include a wide variety of resources (items) as well as potential resource sharing (such as libraries of goods) and opportunities (such as events or education).

We are seeking organisations that have (or have the intention/capability and capacity to develop) the following:

- appropriate, available space or space opportunities in mind
- ability to hold collaborative and resilient relationships
- qualified and/or experienced paid staff, or ability to develop staff into such roles
- proved capability in local community-led approaches
- flexibility to adjust to the fast-paced waste processing environment and community needs
- contribute to establishing and sharing processes for learning, data collection, and building capability and capacity

DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

- a legal entity such as a charitable trust, incorporated society or company with proven fiscal responsibility and established financial policies and procedures
- an understanding of the waste hierarchy and alignment with the DCC Waste Management and Minimisation Plan 2025.

We are open to collaborative responses from two or more organisations who aspire to collaboratively deliver the service.

2.3 Health and safety

We have identified that community resource recovery centre activities are likely to carry a variety of Health and Safety risks and considerations. When responding to this ROI, respondents may identify specific risks. At this stage, we are not requesting health and safety plans, but these will be required before entering into a formal agreement with us.

This agreement may require:

- Site Specific Safety Plan (SSSP)
- Safety Plan (NZS 391x Requirement)
- Traffic Management Plan
- Job Safety Analysis (JSA)/ Task Analysis (TA).

2.4 Key outcomes

Through this Registration of Interest (ROI), we are seeking partners who can help deliver a community resource recovery centre that achieves a broad range of outcomes across environmental, social, cultural, and economic dimensions. We are particularly interested in approaches that reflect the values of partnership, innovation and community empowerment, and long-term services in the community.

Environmental outcomes

- Increased diversion of reusable and recyclable materials from landfill, including of non-standardised items (by standardised we mean those recyclables that became standardised from 1 Feb 2024 under the Waste Minimisation Act 2008)
- Reduction in greenhouse gas emissions through local reuse and recovery
- Improved access to resource recovery infrastructure for the community.

Social outcomes

- Creation of inclusive employment, training, and volunteering opportunities
- Strengthened community connections through participation in reuse, repair, and sustainability initiatives
- Enhanced access to affordable goods and services for local residents.

Cultural outcomes

- Recognition and integration of mātauranga Māori and Te Tiriti o Waitangi principles
- Opportunities for mana whenua and kaupapa Māori-led organisations to lead or co-design services
- Spaces that reflect and celebrate the cultural diversity of the community.

Economic outcomes

- Support for local enterprise development, including upcycling, repair, and circular economy businesses
- Revenue generation through material recovery and resale, supporting financial sustainability
- Cost savings for council and community through reduced waste disposal.

Educational outcomes

- Delivery of engaging waste minimisation and sustainability education for schools and the wider community
- Promotion of behaviour change through workshops, events, and public campaigns
- Increased community understanding of circular economy principles.

DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

We welcome responses that demonstrate a commitment to these outcomes and propose innovative, community-led approaches to achieving them. Each community will be at a different stage on their journey, and each organisation will have variable capability and capacity. We encourage you to consider your organisation's capabilities now, what your aspirations are and an indicative timeline. We do not expect that all CRRC's will deliver all outcomes in the short-term.

Respondents are encouraged to highlight any additional outcomes they believe are relevant or achievable through their proposed model and future expansion over the medium to long term.

2.5 Term and type of agreement

This opportunity will take the form of a **grant-based partnership**. We are seeking to establish a **long-term relationship** with a community partner (or partners) who can deliver on the outcomes outlined in this ROI.

The successful respondent(s) will enter into a **multi-year agreement**, with:

- **Annual work plans** co-developed and agreed upon between the partner and Council
- **Annual budgets** negotiated and confirmed based on agreed deliverables and available funding
- A shared commitment to **ongoing collaboration, transparency, and continuous improvement.**

This approach reflects our intention to support a sustainable, community-led model that evolves over time in response to local needs, opportunities, and learnings.

2.6 Responding to this ROI

Please use the online form provided to respond. Please keep your answers short, keeping in mind the key objectives.

Section 3: Our review approach

3.3 Evaluation criteria

Responses will be reviewed with the following evaluation criteria in mind:

1. Alignment with outcomes

How well does the response demonstrate potential to deliver on the environmental, social, cultural, and economic outcomes outlined in the ROI?

Are there examples or evidence of similar outcomes achieved in the past?

2. Community and cultural responsiveness

Does the respondent demonstrate strong community connections and a commitment to inclusive, equitable service delivery?

Is there evidence of partnership with mana whenua or kaupapa Māori-led approaches?

3. Organisational capability and experience

Does the organisation have relevant experience in resource recovery, community development, or similar initiatives?

Are governance, staffing and operational structures fit for purpose?

4. Approach to collaboration and innovation

Is there a clear willingness to co-design, adapt and work in partnership with Council?

Are innovative or locally tailored approaches proposed?

5. Sustainability and financial stewardship

Is the proposed model financially viable and scalable over time?

Does the respondent demonstrate sound financial management and transparency?

DUNEDIN CITY COUNCIL | kaunihera a-rohe o Ōtepoti

3.5 Evaluation process and due diligence

In addition to the above, we may undertake any or all of the following process and due diligence in relation to Respondents.

The findings will be considered in the evaluation process.

1. Reference check the respondent organisation and any named personnel.
2. Interview respondents.
3. Request respondents make a presentation.
4. Arrange site visits.

Section 4: Pricing information

4.1 Pricing to be provided

Respondents must provide an estimated budget relating to price, expenses and costs in a separate clearly identified soft copy document, uploaded to the ROI form.

In submitting the budget, please consider the following:

- In preparing their response, Respondents are to consider all risks, contingencies and other circumstances relating to the delivery of the Requirements and include adequate provision in the response and pricing information to manage such risks and contingencies.
- Prices should be tendered in NZ$. Unless otherwise agreed, the Buyer will arrange contractual payments in NZ$.
- Where two or more Respondents intend to lodge a joint response, the estimated budget is to include all costs, fees, expenses, and charges chargeable by all Respondents.

In pricing, please provide estimates of the costs and what the grant would need to cover. We are interested in hearing about:

- The levels of human resourcing required. Please consider this in the short and medium term, and include professional development, health and safety and training as part of your human resourcing. We are also interested in the volunteer opportunity potential.
- Overheads and operating expenses, including those to operate resource recovery activities but also areas such as accounting, administration, and data collection
- Capital investment in plant and equipment needs for operations
- Indicating any shared resources that you can envision – i.e., services or items that could be used by more than one CRRC, and if you would/could be the host organisation or prefer this resource sits elsewhere.

Section 5: Our proposed agreement

5.1 Our proposed agreement

We intend to use a multi-year grant agreement, with agreed annual work plans.

Supplier Code of Conduct

To ensure our supply partners work to the DCC ethos, we have developed a code of conduct and encourage all our suppliers, contractors, and consultants to work to those standards. Supplier code of conduct

By submitting a response, you confirm your understanding and agreement to comply with the DCC's code of conduct.

Privacy statement

Please refer to the DCC privacy policy here: Privacy Policy - Dunedin City Council

PORT CHALMERS POOL OPERATING OPTIONS REPORT - 10 YEAR PLAN 2027-37

Department: Parks and Recreation

EXECUTIVE SUMMARY

1 This report presents the findings of staff's investigation into alternative operating models for Port Chalmers Pool (The Pool) and seeks Council direction on the future operation of the facility.

2 Port Chalmers Pool operates seasonally from mid-September to the end of March and serves the Port Chalmers and West Harbour communities, as well as the wider Dunedin community.

3 Council approved a budget of $379,270 to operate the Pool during the 2026/27 season against an expected revenue of $19,273 for the same season. The remaining operating cost of $359,997 is funded through rates.

4 Port Chalmers Pool accounts for 5% of the total funding requirements of all pools combined, with 0.6% of the total visitors. Based on the average annual attendance of 4,735 visits over the past three seasons, combined with 5% of aquatic overheads costs, the net operating cost equates to approximately $102.73 per visit.

5 As part of the consideration of operational savings, staff also investigated whether the Pool could operate under an unstaffed key access model. The investigation found that while a key access model would reduce staffing costs, fixed costs and operational requirements would reduce potential savings.

6 Based on projected operating costs and planned asset renewals over the next 10 years, staff estimate that a key-access model would reduce the Pool's net cost to Council by approximately $72,000 per annum, leaving a total operating cost of approximately $302,000 per annum (based on the 2026/27 draft budget).

7 The report presents three operating options for Council's consideration: continuing the current lifeguarded operating model, operating the facility under an unstaffed key-access model, or ceasing Council operation of the Pool.

RECOMMENDATIONS

That the Council:

a) **Decides** on its preferred option for the future operation of Port Chalmers Pool.

BACKGROUND

8 The Port Chalmers Pool (the Pool) opened in 1961 and operates seasonally from mid-September to the end of March.

9 The Pool serves the Port Chalmers and West Harbour communities and is also available to the wider Dunedin community.

10 The Pool operates under Recreation Aotearoa's PoolSafe quality management programme, which sets standards for lifeguard supervision, health and safety, water quality, and emergency management.

11 Currently the Pool operates with qualified lifeguards on duty whenever it is open to the public.

12 Council has invested in the facility over the past 15 years, including exterior cladding replacement, an updated filtration system, pool heating improvements, pool tiling upgrades, and other asset renewals.

13 The 9 year plan 2025-34 provides for $577,000 (inflation adjusted) of capital renewals which includes pool covers $41k, pool deck flooring renewal $155k, replacing the pool water heat pump $159k, new lane ropes $22k, and general renewals for the 9-year period of $200k.

14 The average annual attendance over the past three seasons is 4,735 visits. Users include season pass holders, casual swimmers, local schools, and the Port Chalmers Swimming Club.

15 Council has budgeted $379,270 to operate the Pool during the 2026/27 season and expects revenue of $19,273. The remaining operating cost of $359,997 is funded through rates.

16 Below is a table comparing the cost per visit of all Council operated pools after external revenue.

Pool	Average Visits	Cost per visit 26/27
Moana Pool	565,248	$9.06
Te Puna o Whakaehu	191,022	$19.15
St Clair Hot Salt Water Pool	38,970	$12.28
Port Chalmers Pool	4,735	$102.73

17 Moana Pool and Te Puna o Whakaehu operate as year-round facilities, St Clair Hot Salt Water Pool is open October to March each year.

DISCUSSION

18 As part of Council's consideration of operational savings for the 10 year plan 2027-37, staff assessed alternative operating models for the Pool.

19 Staff assessed two alternative operating models: an unstaffed public key-access model and cessation of Pool operations.

20 Based on projected costs and renewals over the next 10 years, the unstaffed key-access model would result in average annual savings of approximately $72,000, while ceasing operation of the Pool would result in average annual savings of approximately $264,000.

21 Similar unstaffed operating models operating elsewhere in New Zealand were assessed for operational, health and safety, water quality, maintenance, compliance, and customer service requirements that would apply to Port Chalmers Pool if an unstaffed model was adopted.

22 As part of its assessment of a Council-operated public key access model, staff considered Recreation Aotearoa's QualityPool accreditation programme, which has been developed for public pools operating without lifeguards.

23 Initial investigations suggested that savings could be achieved through the removal of seasonal lifeguard staffing costs. Further assessment identified a range of costs that are currently absorbed within the existing operating model that would still be required under an unstaffed arrangement.

24 These costs include contractor water testing (approx. $60,000 per annum), contract cleaning (approx. $25,000 per annum), additional monitoring systems, administration, customer inductions, compliance requirements, and responses to maintenance and operational issues.

25 Staff identified pool heating as a potentially significant additional cost under a key access model. The current operating model relies on staff installing and removing pool covers each day, reducing overnight heat loss.

26 Pool covers would not be practical under a key access model due to health and safety considerations and the absence of onsite staff. Staff estimate electricity costs could increase by up to 100% as a result. 2025/26 actuals show electricity cost $29,000 for the season.

27 After accounting for these costs, the estimated annual saving was approximately $72,000 per season.

28 A key access model would require approximately $15,000 of additional capital investment. This includes additional CCTV, a key access system, a door counter, signage, and cloud-based chlorine monitoring.

29 The key-operated option would still require ongoing capital renewal investment in the facility including items identified in the previous 9 year plan 2025-34 and described above in paragraph 0.

30 In addition to the estimated savings, a key access model would remove casual access opportunities which could reduce attendance and revenue, place greater responsibility on users for managing their own safety, and reduce Council's ability to respond immediately to customer, operational, and water quality issues.

31 While there are financial savings available through a key access model, the reduction in service levels, increased operational complexity, and additional risks associated with removing onsite staff would need to be considered in conjunction.

32 If $72,000 in savings were able to be achieved, the average cost per annum across the 10 years would be $340,000 assuming average external revenue of $22,000.

33 By comparison, ceasing to operate the Pool would avoid the majority of operating expenditure and reduce the net cost to Council to $109,000 per annum, which would be a saving of approximately $264,000 per annum compared to the status quo model.

34 Council would also not incur the new capital costs required to set the pool up for a key access model estimated at $15,000 or the capital renewal costs of $577,000 by ceasing operations.

35 If Council decides to cease operating the Pool, a community trust or similar organisation could approach Council with a proposal to operate the facility under an alternative arrangement.

36 Moana Gow Pool in Hawksbury Village is an example of a community pool that receives annual Council funding of $70,000 and is operated by a trust. This example is provided for information only and does not represent an assessed operating option.

OPTIONS

37 **Option one** – Cease operation of Port Chalmers Pool following the conclusion of the 2026/27 summer season.

38 **Option two** – Operate under an unstaffed key access system from the 2027/28 summer season.

39 **Option three** – Status quo, continue current lifeguarded operating model.

Assumptions

40 The analysis presented in this report is based on the 2026/27 approved operating budget and current operating practices.

41 The estimated operating savings associated with an unstaffed key-access model assume that functions currently undertaken by onsite staff would continue to be delivered through alternative operational arrangements, contractor services, and technology solutions.

42 The estimated operating savings associated with a key-access model are based on current attendance levels, revenue amount, electricity pricing, contractor costs, and compliance requirements. Actual costs may vary.

43 Capital renewal estimates are based on currently identified asset renewal requirements and do not include any unplanned reactive maintenance.

44 No allowance has been made for changes in attendance, revenue, electricity pricing, or future legislative and regulatory requirements.

45 Depreciation continues to be fully funded in all options. However, if option one is preferred, Council will need to consider the future of the pool assets and whether it is financially prudent not to fund the depreciation.

Financial Comparison

46 Table 1 below compares options against ongoing annual operational costs (note, depreciation costs shown in Option One would not be applicable if Council removed or otherwise disposed of the facility).

Table 1: Comparison of ongoing annual operational costs and funding sources

OPTIONS	RESOURCING	COSTS				FUNDING	
	FTE req'd (existing & additional)	Operating costs (A) $000s	Interest costs (B) $000s	Depreciation costs (C) $000s	Total opex costs (A+B+C) $000s	Non-rates operational funding $000s	Rates funding $000s
Option One - Cease Operation Port Chalmers Pool	-	13	-	96	110	-	110
Option Two - Unstaffed Key Access System	-	223	1	97	321	19	302
Option Three - Continue current model	2.78	296	-	96	393	19	374

47 Only option two requires new capital, all other capital is renewal.

Option One – Cease Council Operation of Port Chalmers Pool

Option Assessment

48 Council ceases operation of Port Chalmers Pool. Operating expenditure associated with the facility would cease, although depreciation costs would continue. Council could consider any future proposals from external organisations wishing to operate the facility under an alternative arrangement.

Advantages

- Reduces Council's net costs by an estimated average of $264,000 per annum (assuming depreciation costs remain) over the 10-year period.
- Avoids the additional capital investment required to establish a key-access operating model.
- Avoids identified future capital renewal costs associated with continued operation of the facility.
- Removes Council's responsibility for the day-to-day operation of the pool.
- Does not prevent Council from considering future proposals from community organisations or trusts regarding the facility.

Disadvantages

- Reduces the Level of Service Council provides to the community.
- Removes public access to the facility under Council operation.
- Removes a seasonal aquatic recreation facility currently used by residents, schools, clubs and visitors.

Risks

- Closure may result in community concern or requests for Council to reconsider the decision.
- Future decisions will be required regarding the ongoing use, ownership, maintenance, or disposal of the facility and associated assets.
- Community groups or external organisations may seek Council support for alternative operating arrangements.
- The future operating condition and asset requirements of the facility may be affected if it is no longer in active use.

Opportunities

- Reduce Council's ongoing operating expenditure associated with the facility.
- Avoid identified capital investment required for continued operation.
- Consider future proposals from community organisations, trusts, or other parties interested in operating the facility.
- Explore alternative future uses for the site and associated assets if they become surplus to operational requirements.

Option Two – Unstaffed Key-Access Operating Model

Option Assessment

49 Council operates Port Chalmers Pool under an unstaffed key-access model. Access would be limited to registered users, and the operating model would require alternative arrangements for functions currently undertaken by onsite staff, including water quality management, cleaning, monitoring, compliance activities, and customer support. Additional capital investment would be required to establish the operating model.

Advantages

- Reduces Council's net costs by an estimated average of $72,000 per annum over the 10-year period compared with the current operating model.
- Retains operation of the facility while reducing staffing requirements.
- Provides access for registered users through a controlled access system.
- Can operate under alternative public pool accreditation frameworks designed for unstaffed facilities.
- Continues to provide a community swimming facility.

Disadvantages

- Requires additional capital investment to establish the operating model, including CCTV, access control, monitoring systems and signage.

- Requires alternative arrangements for functions currently undertaken by onsite staff, including water quality management, cleaning, operational monitoring, customer support and compliance activities.
- Removes seasonal lifeguard supervision during operating hours.
- Limits access to registered users and removes casual public access opportunities.
- Continues to require future capital renewal investment in the facility.
- May increase electricity consumption if pool covers cannot be used within the operating model.

Risks

- Actual operating savings may differ from estimates if contractor, utility, compliance, or maintenance costs change.
- May result in different attendance and revenue outcomes than those assumed in the financial analysis.
- Attendance and revenue may reduce if some users choose not to use a key-access facility.
- Reliance on technology, remote monitoring, and contractor services may increase the impact of system or service failures.
- Council would need to implement and maintain alternative arrangements for functions currently undertaken by onsite staff.
- Users would be responsible for managing their own safety within the operating framework established for the facility.
- Additional operational or compliance requirements may emerge during implementation.
- Electricity costs may be higher than estimated if alternative methods of managing pool heat loss prove less effective than the current arrangement.

Opportunities

- Achieve operating cost savings compared with the current model.

Option Three – Status Quo. Continue Current Lifeguarded Operations

Option Assessment

50 Council continues to operate Port Chalmers Pool under the current seasonal operating model, with qualified lifeguards onsite during public opening hours. The facility would continue to operate in accordance with existing service levels, operational practices, and budget provisions.

Advantages

- Continues the current level of public access, supervision, and customer service.
- Maintains lifeguard supervision during public opening hours.
- Retains the existing operating model and established operational practices.

- Does not require additional capital investment to establish a new operating system.
- Continues access for casual users, schools, swimming clubs, and season pass holders.

Disadvantages

- Continues the current rate funding requirement of approximately $360,000 per season.
- Continues the identified future capital renewal requirements associated with the facility.
- Requires continued rates funding to maintain existing service levels.

Risks

- Future operating costs may increase due to inflation, wage growth, utility costs, or regulatory requirements.
- Future capital renewal requirements may exceed current estimates.

Opportunities

- Continue providing a supervised aquatic facility for the Port Chalmers and West Harbour communities.
- Maintain existing relationships with schools, swimming clubs, season pass holders, and casual users.

NEXT STEPS

51 Following Council's consideration of this report, staff will implement the option selected by Council.

Signatories

Author:	Heath Ellis - Group Manager Parks and Recreation
Authoriser:	Scott MacLean - General Manager, City Services

Attachments

There are no attachments for this report.

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision making and action by, and on behalf of communities.

This decision supports local economic growth and development by fulfilling the current and future needs of communities for good-quality, cost-effective and local infrastructure, public services and/or performance of regulatory functions.

Fit with core services of Local Government
This decision relates to:

- ☐ Network infrastructure
- ☐ Public transport services
- ☐ Solid waste collection and disposal
- ☐ Waste minimisation
- ☐ Emergency management
- ☐ Libraries, museums and cultural facilities
- ✓ Parks, reserves and recreational facilities
- ☐ None of the above

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	☐	☐
Economic Development Strategy	✓	☐	☐
Environment Strategy	☐	☐	✓
Arts and Culture Strategy	☐	☐	✓
3 Waters Strategy	☐	☐	✓
Future Development Strategy	☐	☐	✓
Integrated Transport Strategy	☐	☐	✓
Parks and Recreation Strategy	✓	☐	☐
Other strategic projects/policies/plans	☐	☐	✓

Port Chalmers Pool contributes to Council's provision of community and recreational facilities. The operating options outlined in this report present different levels of service, cost, and investment requirements for Council to consider.

Māori Impact Statement

Port Chalmers Pool is a community recreational facility available to all residents and visitors. The operating options set out in this report may affect access to, and the level of service provided at, the facility. No specific impacts on Māori only have been identified at this stage.

Legislative reforms

The options presented in this report relate to Council's role in providing community and recreational facilities. Council may wish to consider the operating costs, service levels, and ongoing investment requirements of each option alongside any future legislative changes affecting local government funding and expenditure.

Ongoing operational costs associated with running the facility would be subject to any future rate capping scenario, unless wholly funded by fees and charges.

Sustainability

The pool's operation requires electricity for heating, filtration, and associated plant. Changes to the operating model may affect energy consumption.

The current operating model uses pool covers to reduce overnight heat loss. If pool covers were unable to be used under an alternative operating model, electricity consumption for pool heating may increase.

LTP / Financial Strategy /Infrastructure Strategy/ Water Services Strategy

The current operation of Port Chalmers Pool is provided for within existing budgets and service levels.

The options outlined in this report present differing operating and capital expenditure requirements that may be considered through the 10 year plan 2027-37 process.

Any change in operating model or service level may affect future operating and renewal expenditure requirements.

Financial considerations

The report outlines the financial implications associated with each operating option. The current budget for the 2026/27 season provides for operating expenditure of $379,270 and revenue of $19,273.

Estimated savings associated with an unstaffed key-access model are approximately $72,000 per season. Ceasing operation is estimated to reduce annual operating costs by approximately $264,000, assuming depreciation costs continue to be incurred.

Significance

This decision is considered medium significance in terms of Council's Significance and Engagement Policy due to the potential level of community interest in the decision, the potential impact on levels of service, and the financial implications associated with the operating options.

Engagement – external

No external consultation has been undertaken as part of preparation of this report. Should Council wish to progress changes to service levels or operating arrangements, consultation could occur through the 10 year plan 2027-37 process.

Engagement - internal

Staff engaged with relevant Council officers in the assessment of the operational, financial, asset management, compliance, and health and safety implications associated with the options presented in this report.

Risks: Legal / Health and Safety etc.

Each option presents different operational, financial, service delivery, asset management, and health and safety considerations.

The current operating model retains existing operational controls and onsite supervision arrangements.

A key-access operating model would require alternative arrangements for functions currently undertaken by onsite staff, including water quality management, operational oversight, customer support, and compliance activities.

Ceasing operation would remove Council's direct operational responsibilities associated with the facility but may affect users who currently access the pool.

Any risks associated with a preferred option would be assessed and managed following a Council decision.

Conflict of Interest

No conflicts of interest have been identified.

Community Boards

The options presented in this report will be of interest to the West Harbour Community Board due to the facility's role in serving the Port Chalmers and West Harbour communities.

UNIVERSITY OVAL CRICKET OPTIONS REPORT - 10 YEAR PLAN 2027-37

Department: Parks and Recreation

EXECUTIVE SUMMARY

1 This report present options for the future funding and operation of the University of Otago Oval (the Oval) as part of development of the 10 year plan 2027-37 (the plan).

2 The Oval costs approximately $690,000 annually to maintain. Analysis indicates approximately $500,000 of this expenditure is associated with maintaining the venue above a community sports field standard to support representative level cricket.

3 Otago Cricket contributes approximately $50,000 per annum through Council's sports field charging framework. Parks and Recreation receive limited direct revenue associated with representative and international cricket events held at the Oval.

4 The Oval is identified as a Tier 2 venue under the New Zealand Cricket National Venue Strategy and has not hosted a Test match since 2017.

5 Three options are presented for consideration through the 10 year plan 2027-37 process:

- Continue current arrangements.
- Maintain service levels while achieving full cost recovery from cricket stakeholders.
- Reduce maintenance standards to a community sport level.

RECOMMENDATIONS

That the Council:

a) **Decides** a preferred option for inclusion in the 10 year plan 2027-37 process

BACKGROUND

6 The Oval is a Dunedin City Council-owned sports facility located within the Logan Park recreation precinct.

7 The facility comprises the main playing oval, cricket practice facilities, wicket infrastructure and associated sports fields, and continues to be the home ground of the University of Otago Rugby Football Club.

8 The main playing oval accommodates both cricket and rugby activities. The venue has a permanent spectator capacity of approximately 3,500, which can be increased to 6,000 through temporary seating and event infrastructure.

9 Ownership of the Oval transferred from the University of Otago to Dunedin City Council as part of a redevelopment undertaken in the early 2000s to establish an international cricket venue. University Oval subsequently hosted its first Test match in January 2008.

10 The venue is maintained by Parks and Recreation through Council's Parks and Reserves Maintenance Contract and is used for international cricket, domestic cricket, rugby and associated training activities.

11 The operation and future development of the venue is influenced by legal agreements between Dunedin City Council and the University of Otago, including the 2003 Oval Redevelopment Deed and a 2014 Supplementary Deed. These agreements establish rights and obligations relating to the use and development of the venue.

DISCUSSION

12 The venue is maintained by Parks and Recreation through Council's Parks and Reserves Maintenance Contract.

13 During 2025/26, Council spent approximately $690,000 maintaining the Oval and associated facilities.

14 A portion of this expenditure would still be incurred if the venue operated solely as a community sports facility. Based on Council's sports field maintenance cost model, three rugby fields and two community-level cricket wicket blocks are estimated to cost approximately $190,000 per annum to maintain.

15 After allowing for these community sport costs, it is estimated that approximately $500,000 per annum of maintenance expenditure is attributable to maintaining the Oval above a community sports field standard to support representative cricket.

16 The facilities supported by this additional expenditure, including specialist wicket infrastructure, practice facilities and the higher maintenance standards applied to the main playing oval, are maintained primarily to support representative cricket. These facilities provide limited direct community recreation opportunities and are generally unavailable for community use during the cricket season.

17 Advice from the Parks and Recreation's maintenance contractor indicates there is no material difference in the cost of maintaining cricket wickets for domestic representative or international cricket. Significant operational savings would only be realised by reducing maintenance standards from representative cricket level to community cricket level.

18 Council's Revenue and Financing Policy determines funding sources having regard to the distribution of public and private benefits. The current sports field funding model applies a 95% rates-funded and 5% user-pays approach to community sports fields.

19 Otago Cricket currently contributes approximately $50,000 per annum for use of the Oval, with charges calculated through Council's sports field charging framework. The remaining maintenance costs are funded through general rates.

20 The 95% rates-funded sports field model reflects the wider public benefits associated with community access to sports fields and participation in recreation. This includes access for informal sport and recreation outside of the times that organised sports are booked.

21 The Oval is not available for community use during the cricket season, meaning the distribution of public and private benefits differs from that of a typical community sports field. It also means that there can be a lower level of use during the season if no representative cricket is scheduled on any given week.

Management and use arrangements

22 The shared use and development of the Oval is governed by the Deed of Agreement in respect of an amended Oval Development Proposal dated 4 March 2003 between Dunedin City Council and the University of Otago (the 2003 Deed), together with the 2014 Supplementary Deed in respect of University Oval Use and Redevelopment. The 2014 Supplementary Deed confirms that, except where amended, the obligations contained in the 2003 Deed remain in effect.

23 The 2014 Supplementary Deed confirms that, except where amended, the obligations contained in the 2003 Deed remain in effect.

24 The deeds provide the University of Otago and the University of Otago Rugby Football Club with specified rights to use the University Oval grounds. They also require Council to consult the University on further redevelopment within the area covered by the deed, with the University's agreement required where redevelopment would reduce the benefit available to the University under the 2003 Deed.

25 The 2014 Supplementary Deed specifically recognises the interaction between cricket and rugby use. It provides the University of Otago Rugby Football Club with rights to use the southern grounds during March, while allowing Council to request that these rights be relinquished for up to 10 days where an international Test match is scheduled, subject to Council providing alternative arrangements acceptable to the rugby club.

26 These arrangements mean that Council ownership of University Oval does not provide unrestricted discretion over use of the venue. Where additional cricket requirements affect rights provided under the deeds, Council may need to seek agreement from the University and accommodate the requirements of the rugby club.

27 Since those arrangements were put in place, cricket seasons have become longer, match preparation periods have increased, and venue access requirements have expanded. This can result in requests for access to the venue outside the periods originally contemplated by the agreements.

28 In practice, accommodating additional cricket use may require discussion and agreement with the University of Otago and rugby stakeholders. This creates operational and governance complexity, as Council is responsible for maintaining the venue and facilitating representative cricket while also managing its obligations under the existing deed arrangements.

29 From 2016, maintenance and event management at the Oval were combined under an agreement between Council and Dunedin Venues Management Limited (DVML). The agreement provided for DVML to maintain the Oval and Fields 4 and 5 and to manage international cricket, inter-provincial cricket and other large events.

30 Under that agreement, DVML was not required to pay Council a venue hire charge for these events and was entitled to retain the income it received from managing, operating or sublicensing the Oval. Council separately paid Dunedin Venues an annual service fee for maintaining the venue.

31 The initial agreement was subsequently rolled over for one year to 30 June 2020. The rollover covered maintenance of University Oval and Fields 4 and 5, with a contract value of $515,000.

32 From 1 July 2020, responsibility for maintenance transferred from DVML to Council's parks maintenance contractor. The maintenance and event-management functions were therefore separated, with maintenance subsequently incorporated into the Parks and Reserves Maintenance Contract.

33 At the time of the transition, Council staff identified that the event-management arrangements would need to be considered separately. There is currently no formal agreement in place.

34 Parks and Recreation therefore provide for the ongoing maintenance of the playing surfaces and specialist cricket infrastructure but receives limited direct revenue associated with representative and international cricket events.

International cricket fixtures

35 Since 2008, the Oval has hosted a total of 41 international cricket matches including games during the men’s and women’s world cups hosted in New Zealand.

Match Type	Men's	Women's	Total
Tests	8	0	8
ODIs	12	9	21
T20Is	5	7	12
Total	25	16	41

36 Of the 41 international fixtures hosted since 2008, 33 have been limited-overs internationals and eight have been Test matches.

37 In addition to international fixtures, the Oval has hosted an average of approximately 24 domestic cricket match days per annum over the past two seasons.

38 The venue last hosted a Test match in March 2017. Since that time, New Zealand has hosted 35 Test matches across five venues, including Hagley Oval, Basin Reserve, Seddon Park, Bay Oval and Eden Park.

39 The New Zealand Cricket National Venue Strategy (the Strategy) identifies the Oval as a Tier 2 venue. Under the strategy, Tier 2 venues are intended to host international women's cricket and men's minor tours, while Tier 1 venues are prioritised for major men's tours, including Australia, England and India.

40 The Strategy also identifies the Oval as having a capacity of less than 6,000 spectators and requiring temporary infrastructure to support international fixtures.

41 While the venue can accommodate approximately 6,000 spectators with temporary seating, recent international men's fixtures have attracted attendance of approximately 2,000 to 2,250 spectators. These figures relate to T20 internationals played against Pakistan and the West Indies during 2025. It is understood that most of these spectators were locally based, so economic impact for accommodation providers is thought to have been relatively low.

42 The Strategy provides context for the type of international fixtures likely to be allocated to University Oval and the return received from Council's investment in maintaining the venue as a representative cricket facility.

43 New Zealand Cricket's Venue Allocation Framework places increased emphasis on commercial outcomes, venue infrastructure, broadcast capability and host partner contributions when allocating international fixtures. Host cities are also required to identify financial and non-financial support they are willing to provide to secure matches.

44 The framework signals increasing expectations around venue investment and host city contributions, which may create additional financial obligations for councils and venue partners seeking to host future international cricket fixtures.

45 The combination of increasing maintenance costs, changing scheduling requirements, existing deed obligations, evolving New Zealand Cricket expectations and development of the 10 year plan, gives Council the opportunity to consider whether the current funding and operating model remains a priority and whether alternative levels of service should be applied at the Oval.

OPTIONS

46 The following options have been developed for Council's consideration as part of development of the 10 year plan 2027-37. The options represent differing levels of Council investment in maintaining the Oval as a representative cricket facility and could be considered for future community consultation.

Option One – Continue Current Funding and Service Level

47 Maintain the Oval as a representative cricket venue and retain existing funding arrangements.

Option Two – Full Cost Recovery from Representative Cricket Users

48 Maintain current service levels but require representative cricket users to meet the full cost of maintaining the Oval above a community sports field standard.

Option Three – Community Sport Level of Service

49 Maintain the Oval as a community sports facility while reducing wicket and facility maintenance from representative cricket standard to community cricket standard.

Assumptions

50 Option One assumes continuation of the current maintenance and operating arrangements.

51 Option Two assumes that the costs associated with maintaining University Oval above a community sports field standard can be recovered from representative cricket users. No assessment has been undertaken regarding the willingness or ability of cricket stakeholders to meet the full cost of maintaining the facility at its current level of service.

52 Option Three assumes maintenance standards are reduced from representative cricket level to community cricket level while retaining the venue as a community sports facility.

Financial Comparison

Table 1: Comparison of ongoing annual operational costs and funding sources

Options:	Operational Cost ($000)	Less External Funding ($000)	Rates Funding Required ($000)
Option 1 - Status Quo	690	0	690
Option 2 - Full Cost Recovery	690	500	190
Option 3 - Reduced Level of Service	190	0	190

53 Regardless of which option is chosen, Council would continue to incur costs associated with maintaining the facility to a community sport standard. Advice from Council's maintenance contractor indicates that significant savings are only achievable by reducing maintenance standards from representative cricket level to community cricket level.

54 No capital costs are considered as part of this report.

Option One – Status Quo - Continue Current Funding and Service Level

Option Assessment

55 Continue maintaining the Oval as a representative cricket venue and retain existing funding arrangements.

Advantages

- Retains the venue's ability to host representative and international cricket.
- Maintains existing service levels and operating arrangements.
- Avoids disruption to current users and stakeholders.
- Retains regional profile associated with representative cricket events.

Disadvantages

- Council continues to fund approximately $500,000 per annum above community sport provision.
- Continued lack of access for community cricket or informal sports and recreation
- Existing operational and governance challenges associated with venue access and scheduling remain.

Risks

- Future expectations from New Zealand Cricket may increase operating or infrastructure costs.
- The venue may continue to receive fewer or lower-profile international fixtures despite the level of investment required.

- Ongoing pressure on access arrangements between cricket and rugby users.

Opportunities

- Continue attracting domestic and international cricket.

Option Two – Full Cost Recovery from Representative Cricket Users

Option Assessment

56 Maintain current levels of service but require cricket stakeholders to meet the full cost of maintaining University Oval above a community sports field standard.

Advantages

- Retains the venue's ability to host representative and international cricket.
- Retains existing service levels.
- Removes or significantly reduces the rates-funded contribution associated with representative cricket.
- Better aligns costs with those receiving the primary benefit from the facility.

Disadvantages

- May not be financially achievable for cricket stakeholders.
- May reduce the attractiveness of the Oval as a venue for representative cricket.
- Continued lack of access for community cricket or informal sports and recreation.

Risks

- Otago Cricket and/or NZC may be unwilling to meet the full cost of venue provision.
- Representative and international cricket activity could reduce if full cost recovery is introduced.

Opportunities

- Significant reduction in the rates-funded contribution.
- Greater transparency regarding the true cost of providing representative cricket facilities.
- Improved alignment between costs and beneficiaries.

Option Three – Reduced Level of Service

Option Assessment

57 Maintain the venue as a community sports facility while reducing wicket and facility maintenance from representative cricket standard to community cricket standard.

Advantages

- Potentially delivers the largest operational savings.
- Reduces expenditure associated with maintaining representative cricket standards.
- Focuses investment on community sport outcomes.

Disadvantages

- The Oval would no longer be maintained as a representative cricket venue.
- Loss of eligibility for domestic representative and international cricket.

Risks

- Reputational impact.
- Stakeholder opposition.
- Consequences for existing users and future facility utilisation.

Opportunities

- Achieve operational savings through the 10 year plan 2027-37 process.
- Greater alignment between expenditure and direct community use of the facility.
- Reduce the rates-funded contribution required to maintain the venue.

NEXT STEPS

58 Staff will incorporate Council's preferred decision into the draft 10 year plan in time for public consultation.

Signatories

Author:	Heath Ellis - Group Manager Parks and Recreation
Authoriser:	Scott MacLean - General Manager, City Services

Attachments

There are no attachments for this report.

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This report supports democratic local decision-making by presenting options for the future funding and operation of University Oval for consideration as part of the development of the 10 year plan 2027-37.

University Oval is a Council-owned community and recreational facility that supports cricket, rugby and associated sporting activities. The options presented in this report consider different levels of Council investment in the facility and the associated impacts on levels of service, user contributions and rates-funded expenditure.

The report supports consideration of how Council can meet the current and future needs of communities through the provision of good-quality, cost-effective recreational facilities.

Fit with core services of Local Government
This decision relates to:

- ☐ Network infrastructure
- ☐ Public transport services
- ☐ Solid waste collection and disposal
- ☐ Waste minimisation
- ☐ Emergency management
- ☐ Libraries, museums and cultural facilities
- ✓ Parks, reserves and recreational facilities
- ☐ None of the above

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	☐	☐
Economic Development Strategy	✓	☐	☐
Environment Strategy	☐	✓	☐
Arts and Culture Strategy	☐	☐	✓
3 Waters Strategy	☐	☐	✓
Future Development Strategy	☐	☐	✓
Integrated Transport Strategy	☐	☐	✓
Parks and Recreation Strategy	✓	☐	☐
Other strategic projects/policies/plans	✓	☐	☐

This report contributes to Council's strategic objective of providing community and recreational facilities that meet current and future community needs.

The report supports development of the 10 year plan 2027-37 by presenting options relating to the future funding and operation of University Oval. The options enable Council to consider the balance between levels of service, community outcomes, user contributions and rates-funded expenditure.

University Oval contributes to the delivery of organised sport and recreation activities within Dunedin. The options presented in this report consider differing levels of Council investment in maintaining the venue as a representative cricket facility while continuing to provide for community sport.

The report does not recommend a preferred option and is intended to support Council's consideration of potential 10 year plan 2027-37 consultation items.

Māori Impact Statement

This report presents options for the future funding and operation of University Oval for consideration as part of the 10 year plan 2027-37 process. Should Council decide to progress one or more options, staff will work with mana whenua priorities to identify potential impacts.

Legislative reforms

This report supports development of the plan and considers options relating to the future funding and operation of a Council-owned recreational facility.

The options presented are consistent with the proposed purpose of local government of meeting the current and future needs of communities for good-quality, cost-effective local infrastructure and public services.

University Oval is a Council-owned recreational facility and therefore aligns with the proposed core functions of local government relating to reserves and other community and recreational facilities.

Any decision that results in reduced rates-funded expenditure may assist Council in responding to the proposed rate-capping environment. The extent of any savings or costs would depend on the option selected.

Sustainability

There are no impacts for sustainability associated with this report.

LTP / Financial Strategy /Infrastructure Strategy/ Water Services Strategy

This report has been prepared to inform development of the 10 year plan 2027-37 and presents options relating to the future funding and operation of University Oval.

University Oval is currently funded through Council's operational budgets and contributes to the provision of community and recreational facilities within Dunedin. The options presented in this report have differing implications for current levels of service and rates-funded expenditure.

Currently, the funding and use of the University Oval for cricket sits outside the Revenue and Financing Policy for the provision of sports fields.

Option One retains the current level of service and funding model. Option Two retains the current level of service while seeking full cost recovery from representative cricket users. Option Three reduces the level of service from representative cricket standard to community cricket standard and would reduce annual operating expenditure.

There are no identified implications for the Water Services Strategy.

Financial considerations

Council currently spends approximately $690,000 per annum maintaining University Oval and associated facilities. It is estimated that approximately $500,000 of this expenditure relates to maintaining the venue above a community sports field standard to support representative cricket activities.

Option One retains the current funding and operating model and would continue to require annual rates funding of approximately $690,000.

Option Two retains the current level of service but assumes the costs associated with maintaining the venue above a community sports field standard are recovered from representative cricket users. Under this option, annual rates funding would reduce to approximately $190,000, with approximately $500,000 recovered from non-rates funding sources.

Option Three reduces maintenance standards from representative cricket level to community cricket level. Under this option, annual rates funding would reduce to approximately $190,000, representing an annual operating saving of approximately $500,000 compared with the current level of service.

All costs are currently budgeted within Council's operational budgets. No capital expenditure is proposed as part of this report.

Significance

This decision is considered medium in terms of Council's Significance and Engagement Policy.

University Oval is a high-profile community and recreational facility that hosts representative and international cricket and is the home ground of the University of Otago Rugby Football Club. The options presented have potential implications for levels of service, rates-funded expenditure, users of the facility and the wider community.

The report does not make a final decision regarding the future operation or funding of University Oval. Rather, it presents options for consideration as part of development of the plan. Any option selected for inclusion in the draft 10 year plan 2027-37 would be subject to community consultation through the process.

Engagement – external

No external engagement has been undertaken in relation to this report.

The report has been prepared to inform Council's consideration of potential 10 year plan 2027-37 options. Should Council decide to include one or more options in the draft 10 year plan 2027-37, community and stakeholder feedback would be sought through the consultation process.

Engagement - internal

Internal engagement has been undertaken with Parks and Recreation staff, including parks operations and asset management personnel, in relation to maintenance standards, operating costs and potential service level implications.

Risks: Legal / Health and Safety etc.

The options presented in this report have differing financial, operational, legal and reputational risks.

University Oval is subject to legal agreements between Dunedin City Council and the University of Otago. Any future changes to the operation, access arrangements or level of service provided at the venue would need to be considered in the context of these agreements.

Option One retains existing risks associated with ongoing rates-funded expenditure, increasing maintenance costs and potential future investment requirements associated with representative and international cricket.

Option Two carries a risk that full cost recovery may not be achievable if representative cricket users are unwilling or unable to meet the cost of maintaining the venue above a community sports field standard.

Option Three carries potential reputational and stakeholder relationship risks associated with reduced service levels and the potential loss of representative and international cricket at the venue.

No specific health and safety risks, conflicts of interest or Council capacity issues have been identified through preparation of this report.

Conflict of Interest

No conflicts of interest have been identified.

Community Boards

There are no specific implications for Community Boards arising from this report. Any option included in the draft 10 year plan 2027-37 would be subject to the normal consultation and engagement processes.

UPDATE ON ENTRY CHARGES FOR INTERNATIONAL VISITORS AT TOITŪ OTAGO SETTLERS MUSEUM AND DUNEDIN PUBLIC ART GALLERY

Department: Arts and Culture

EXECUTIVE SUMMARY

1 The purpose of this report is to provide Council with an update on entry charges for international visitors at Toitū Otago Settlers Museum (Toitū) and Dunedin Public Art Gallery (DPAG).

2 Council previously considered this issue as part of its 9-Year Plan 2025–34 deliberations. This included the results of public consultation, benchmarking, and an assessment of the financial and operational implications of introducing an international visitor entry charge.

3 Since that time, Tūhura Otago Museum has successfully introduced an entry charge for international visitors.

4 A matter specific to DPAG has also recently been identified. Although it was previously understood that Council and the Dunedin Public Art Gallery Society had agreed to a Deed of Variation in 1996 concerning entry charges, extensive searches have failed to locate a signed copy. Based on the documentation currently available, the original 1989 Deed of Agreement is therefore considered to remain in effect. This does not prevent Council from resolving to introduce an international visitor charge at DPAG; however, implementation would require the Society's agreement.

5 Preliminary discussions with the DPAG Society Board have indicated it is not opposed in principle to international visitor charges, provided free admission is maintained for New Zealand residents.

RECOMMENDATIONS

That the Council:

a) **Notes** the implementation of an international visitor entry charge at Tūhura Otago Museum and the reported revenue generated during its first year of operation.

b) **Notes** that no executed copy of the 1996 Deed of Variation between Council and the Dunedin Public Art Gallery Society has been located and that, on the basis of the available documentation, the Society's formal agreement is required before international visitor charges can be implemented at DPAG under the 1989 Deed of Agreement.

c) **Considers** whether this additional information warrants revisiting Council's previous position on entry charges for international visitors at Toitū Otago Settlers Museum and Dunedin Public Art Gallery as part of its Long-Term Plan deliberations.

BACKGROUND

6 As part of the 9-Year Plan 2025–34, Council considered whether an entry charge of $20 (including GST) should be introduced for international visitors aged 16 years and over at Toitū and DPAG. This charge was estimated to generate an additional $150,000 in additional external revenue.

7 Public consultation informed the 9-Year Plan deliberations. A total of 574 submissions were received on the proposal, with 59% supporting the introduction of an international visitor charge and 41% opposing it. Respondents commented on the proposed price, the visitor experience, fairness, administration, and potential revenue.

8 At its meeting on 26 May 2025, Council resolved not to introduce entry charges.

Moved (Cr Andrew Whiley/Cr Kevin Gilbert):

That the Council:

*a) **Introduces** an entry charge of $20 (incl. GST) for international visitors aged 16 and over, at Toitū and the Dunedin Public Art Gallery from 1 July 2025.*

Division

The Council voted by division

For: Crs Sophie Barker, Kevin Gilbert, Cherry Lucas and Andrew Whiley (4).

Against: Crs Bill Acklin, David Benson-Pope, Christine Garey, Carmen Houlahan, Marie Laufiso, Mandy Mayhem, Jim O'Malley, Lee Vandervis, Steve Walker, Brent Weatherall and Mayor Jules Radich (11).

Abstained: Nil

The division was declared LOST by 11 votes to 4.

DISCUSSION

Changes since 2025

Tūhura Otago Museum

9 Since Council last considered this matter, Tūhura Otago Museum has introduced entry charges for international visitors. The Museum has advised that, in the first year of operation, these charges generated approximately $45,000 in general admission revenue, with a further $45,000 generated from international visitors paying a premium for other paid experiences.

10 As with the proposal previously considered by Council, New Zealand residents continue to receive free general admission to Tūhura, with charges applying only to adult international visitors.

11 Tūhura provides a useful local precedent, demonstrating the operational feasibility of international visitor charges and supporting their proposed introduction at Toitū and DPAG. The revenue generated is also broadly consistent with the projections previously presented to Council, providing confidence in the financial assumptions underpinning the proposal.

Dunedin Public Art Gallery Deed of Agreement

12 A further matter has been identified since Council last considered international visitor charges in 2025 relating specifically to DPAG.

13 The amalgamation of DPAG into the DCC was formalised through a 1989 Deed of Agreement between Council and the Dunedin Public Art Gallery Society. Clause 11 of the Deed provides that admission to the Gallery will remain free, except for special exhibitions, and that any change to this policy requires the mutual agreement of Council and the Society.

14 In 1996, Council and the Society discussed varying these arrangements to give Council sole discretion to introduce admission charges for visitors from outside Dunedin. A Deed of Variation was prepared and, until recently, was understood to have been executed. However, extensive searches of DCC Archives, DPAG and Society records, together with enquiries to the legal firms involved at the time, have failed to locate a signed copy.

15 While this does not establish that the variation was never executed, there is no documentary evidence confirming that it was. Accordingly, based on the available records, the 1989 Deed remains the operative agreement, requiring the Society's agreement before international visitor charges can be introduced at DPAG. No equivalent requirement applies to Toitū.

16 At a recent meeting of the Society Board, members present expressed a preference for retaining free admission for all New Zealand residents but indicated they were not opposed in principle to introducing charges for international visitors.

17 Should Council decide to proceed with the proposal, formal agreement will be sought from the Society before charges are introduced at DPAG.

OPTIONS

Assumptions

18 The proposal to introduce a charge on international visitors is made with the assumption that no additional operational funding will be required to collect this revenue, and that implementation of the charge at DPAG will be subject to the agreement of the Dunedin Public Art Gallery Society.

Financial Comparison

The table below compares options against ongoing annual operational costs on completion of the project:

$000s	FTE req'd (existing & additional)	Operating costs (A)	Interest costs (B)	Depreciation costs (C)	Total opex costs (A+B+C)	Non-rates operational funding	Rates funding
Option One	NA	NA	NA	NA	$150k Revenue i.e no costs.	NA	NA
Option Two (Status Quo)	NA	NA	NA	NA	NA	NA	NA

19 Option One does not include any operational costs, only additional revenue.

Option One – Introduce an International Visitor admission charge for international visitors aged 16 years and over at Toitū and DPAG.

Option Assessment

20 If Council resolves to introduce an international visitor entry charge at Toitū and DPAG, implementation at DPAG would be subject to obtaining the agreement of the Dunedin Public Art Gallery Society as required under clause 11 of the 1989 Deed of Agreement.

Advantages

- Generates additional external revenue to support the operation of the cultural institutions.
- Maintains free admission for New Zealand residents.
- Aligns with the charging model now operating successfully at Tūhura Otago Museum.
- Provides a contribution from international visitors towards the operation of facilities they enjoy.

Disadvantages

- Some reduction in visitation may occur.
- Additional administrative processes are required at the point of entry.

Risks

- The absence of an executed copy of the 1996 Deed of Variation creates some uncertainty regarding the legal arrangements governing admission charges at DPAG. This risk is mitigated by proceeding on the basis that clause 11 of the 1989 Deed remains operative and seeking the Society's agreement before implementation.

Option Two – Alternative Option Status quo

21 Continue to provide free general admission to all visitors.

Option Assessment

Advantages

- Maintains unrestricted public access.
- Avoids any administrative complexity associated with charging.
- Maximises visitation opportunities.

Disadvantages

- No additional revenue is generated.
- The full operating cost continues to be funded through rates and existing revenue sources.

Risks

- There are no significant risks identified.

NEXT STEPS

22 If Council decides through its Long-Term Plan deliberations to introduce international visitor charges, staff will progress the operational and administrative arrangements required for implementation. Staff will also seek formal agreement from the Dunedin Public Art Gallery Society, as required by the 1989 Deed of Agreement.

Signatories

Author:	Cam McCracken - Director DPAG and Toitū, Lan Yuan & Olveston
Authoriser:	Mike Costelloe - General Manager, Arts, Culture & Economic Development

Attachments

There are no attachments for this report.

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision making and action by, and on behalf of communities, meets the current and future needs of communities for good-quality, cost-effective and local public services, and supports local economic growth and development by fulfilling those needs.

Fit with core services of Local Government This decision relates to:

- ☐ Network infrastructure
- ☐ Public transport services
- ☐ Solid waste collection and disposal
- ☐ Waste minimisation
- ☐ Emergency management
- ✓ Libraries, museums and cultural facilities
- ☐ Parks, reserves and recreational facilities
- ☐ None of the above

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	☐	☐	☐
Economic Development Strategy	✓	☐	☐
Environment Strategy	☐	☐	☐
Arts and Culture Strategy	✓	☐	☐
3 Waters Strategy	☐	☐	☐
Future Development Strategy	☐	☐	☐
Integrated Transport Strategy	☐	☐	☐
Parks and Recreation Strategy	☐	☐	☐
Other strategic projects/policies/plans	☐	☐	☐

Introducing international visitor charges at DPAG and Toitū aligns with the Ara Toi Strategy's objectives of increasing access to and participation in arts and cultural activities, while supporting Dunedin's creative economy. Free admission for New Zealand residents would be maintained, while additional revenue would reduce reliance on rates funding.

If reinvested, the additional revenue would strengthen the institutions' capacity to develop innovative exhibitions, creative collaborations and visitor experiences that attract local, national and international audiences. These activities support cultural tourism, create opportunities for artists and creative practitioners, and contribute to Dunedin's reputation as a centre of creativity and innovation.

LTP / Financial Strategy /Infrastructure Strategy/ Water Services Strategy

<Enter text>

Māori Impact Statement

There may be cultural impacts for mana whenua who are not residents of Aotearoa. Engagement with mana whenua regarding accessibility to cultural taoka would need to occur as part of the 10 Year Plan 2027-37 public consultation process.

SUMMARY OF CONSIDERATIONS
Legislative reforms Dunedin Public Art Gallery and Toitū Otago Settlers Museum are expected to be subject to the proposed rate cap.
Sustainability There are no implications for sustainability, climate migration, adaption and resilience.
Financial considerations There are no costs associated with the two options presented. Option One will contribute additional revenue to Council budgets.
Significance There is likely to be community interest in this decision and therefore it is considered significant in terms of Council's Significance and Engagement Policy.
Engagement – external The report has been discussed at a high level with the Dunedin Public Art Gallery Society Board.
Engagement - internal DCC Legal have contributed advice as part of preparing this report.
Risks: Legal / Health and Safety etc. All identified risks are addressed within the body of the report.
Conflict of Interest There are no known conflicts of interest.
Community Boards There are no implications for Community Boards.

DRAFT REVENUE AND FINANCING POLICY - LONG TERM PLAN 2027-37

Department: Civic

EXECUTIVE SUMMARY

1 This report seeks Council approval for the draft Revenue and Financing Policy (the draft Policy), to be used in the preparation of the Long Term Plan 2027-37. The draft Policy is at Attachment A, with tracked changes shown in Attachment B.

2 A Revenue and Financing Policy is required by the Local Government Act 2002 (LGA). It sets out how Council's operating and capital expenditure will be funded, and the sources of those funds.

3 Community Housing and iSite Visitors Centre activities have not yet been included in the draft Policy. These will be presented at the Council meeting on 7-11 December 2026.

4 A report on the level of compliance between draft operational budgets and the draft Policy will also be presented to the Council meeting in late January. If required, further changes to the draft Policy may be proposed in this report.

RECOMMENDATIONS

That the Council:

a) **Approves** the draft Revenue and Financing Policy, with any amendment, to be used in the preparation of the 10 year plan 2027-37.

b) **Notes** the draft Revenue and Financing Policy will be used as supporting information in the Long Term Plan 2027-37 consultation process.

BACKGROUND

5 Section 102 of the LGA requires all councils to prepare and adopt a Revenue and Financing Policy. The policy must set out:

- How operating and capital expenditure will be funded; and
- The sources of those funds.

6 Section 103 (2) of the Act sets out the funding sources that are available, and they are as follows:

- General rates including:
  - Choice of valuation system;
  - Differential rating; and
  - Uniform annual general charges.
- Targeted rates;

- Lump sum contributions;
- Fees and charges;
- Interest and dividends from investments;
- Borrowing;
- Proceeds from the sale of assets;
- Development contributions;
- Financial contributions under the Resource Management Act 1991;
- Grants and subsidies; and
- Any other source.

7 The Revenue and Financing Policy must show how the local authority has complied with section 101(3) of the Act, which provides that Council must consider the following:

a) In relation to each activity:

- Community outcomes to which the activity primarily contributes;
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals;
- The period over which the benefits are expected to occur;
- The extent to which the actions or inactions of particular individuals or a group contribute to the need to undertake the activity; and
- The cost and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

b) The overall impact of any allocation of liability for revenue needs on current and future communities.

DISCUSSION

8 A review has been undertaken of the current Revenue and Financing Policy (part of the 9 year plan 2025-34) for each activity of Council, to consider all matters identified in section 101(3) of the Act, and determine if any changes are appropriate.

9 The matters identified in section 101(3) of the Act are discussed below.

Community outcomes to which the activity primarily contributes

10 Local Authorities must have specified community outcomes under the Act. Section 5 of the Act defines Community outcomes as:

11 “community outcomes means the outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality, cost-effective, and local—(a) infrastructure; and (b) public services; and (c) performance of regulatory functions.”

12 The draft Policy at Attachment A shows the recommended community outcomes that each of the activities contribute to.

The distribution of benefits between the community as a whole, and any identifiable part of the community, and/or individuals

13 This consideration is often referred to as the public/private good split or the user pays principle. An activity may generate public benefits, private benefits, or a mixture of both. Public benefits are those that benefit the whole community. Private benefits are those that benefit identifiable parts of a community and / or individuals.

14 Examples of funding sources for the types of benefits are shown in table 1.

Table 1 – types of benefit

Types of benefit	Examples of Funding Sources
Public benefit	General Rates
Private benefit	Targeted rates Fees and Charges Development Contributions

15 The draft Policy has considered the benefits generated by each activity of Council.

The period over which the benefits are expected to occur

16 If assets have a long service life, consideration should be given to the time period over which they are funded. If future generations will benefit from the provision of the assets, then it may be considered appropriate that they contribute to the funding of those assets.

The extent to which the actions or inactions of particular individuals or a group contribute to the need to undertake the activity

17 This principle is also known as the exacerbator pays principle. For example, enforcement work may be undertaken because of the actions or inactions of individuals such as non-compliance with consent conditions, unregulated building activity, etc.

The cost and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities

18 If consideration is being given to funding an activity differently from other activities, e.g., establishing a new and separate targeted rate, then it is prudent to also consider matters such as the scale of the activity and the costs of administering a separate funding mechanism.

The overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural wellbeing of the community

19 The overall impact of the combined policies are to be considered, including affordability, barriers to the accessibility of some services, and alignment with Council's strategic direction.

Mandatory Groups of Activities

20 On 1 November 2026, the Local Government (Local Authority Reporting) Amendment Regulations 2026 came into force. The regulations amend the Local Government (Local

Authority Reporting) Regulations 2014 and introduce eight mandatory groups of activities that councils must use when preparing long-term plans, annual plans and annual reports.

21 The groupings in the draft Policy have been updated to reflect the eight mandatory groups of activities:

a) Adaptation and emergency management

b) Community and recreational facilities

c) Governance, planning and reporting

d) Parks and reserves

e) Public regulatory services

f) Roading and transport

g) Waste management and minimisation

h) Other

22 The 'Other' activities group is designed to be used for activities that are not considered core services. Core services identified by the LGA include network infrastructure, public transport services, waste management and minimisation, civil defence emergency management, libraries, museums, reserves and other community and recreational facilities.

23 Water supply, wastewater and stormwater are subject to separate reporting requirements under the Local Government (Water Services) Act 2025 and are therefore not included in the eight groups of activities. These activities are presented as a separate 3 Waters group which will be included in Water Services Strategy 2027-37. This reflects the Council's decision to retain in-house delivery of water services.

Summary of policy review

24 The table below shows the current Revenue and Financing Policy (re-grouped to align with the new activity structure) and the draft Policy for each activity of Council. Explanations and proposed changes are discussed in the notes below.

***Table 2**: Comparison of current and draft Revenue and Financing Policies*

Activity	2025 - 34 Policy		2027-37 draft Policy		Change
	Rates Revenue %	Other Revenue %	Rates Revenue %	Other Revenue %	
3 Waters					
Stormwater	99%	1%	99%	1%	
Wastewater	98%	2%	98%	2%	
Water Supply	80%	20%	80%	20%	
Adaptation and Emergency Management					
Civil Defence	100%	0%	100%	0%	

Activity	2025 - 34 Policy		2027-37 draft Policy		Change
	Rates Revenue %	Other Revenue %	Rates Revenue %	Other Revenue %	
Climate Adaptation and Resilience	80%	15%	85%	15%	Note 1
Zero Carbon	100%	0%	100%	0%	
Community and Recreation Facilities					
Aquatic Services	65%	35%	65%	35%	
Community Property	90%	10%	90%	10%	
Crematorium	0%	100%	0%	100%	
Gallery, Garden and Museum	85%	15%	85%	15%	
Holding Property	90%	10%	90%	10%	
Libraries	98%	2%	98%	2%	
Operational Property	90%	10%	90%	10%	
Otago Museum levy	100%	0%	100%	0%	
Property Management	90%	10%	90%	10%	
Governance, Planning and Reporting					
City Development	100%	0%	100%	0%	
City Growth	100%	0%	100%	0%	
Civic and governance support, incl. corporate support services and warm Dunedin	98%	2%	98%	2%	
Civic Property	90%	10%	90%	10%	
Māori Partnerships	100%	0%	100%	0%	
Parks and Reserves					
Botanic Garden	98%	2%	98%	2%	
Cemeteries (parks and burials)	60%	40%	60%	40%	
Parks and Reserves	96%	4%	96%	4%	
Public Regulatory Services					
Alcohol Licensing	25%	75%	25%	75%	
Animal Services	10%	90%	10%	90%	
Building Services	25%	75%	25%	75%	
Environmental Health	65%	35%	65%	35%	
Resource Consents	55%	45%	55%	45%	
Roading and Transport					
Parking Enforcement	2%	98%	2%	98%	
Parking Operations	0%	100%	0%	100%	
Transport	75%	25%	75%	25%	
Waste Management and Minimisation					

Activity	2025 - 34 Policy		2027-37 draft Policy		Change
	Rates Revenue %	Other Revenue %	Rates Revenue %	Other Revenue %	
Kettle Park	100%	0%	100%	0%	
Landfills	10%	90%	10%	90%	
Refuse, Recycling, Litter	98%	2%	98%	2%	
Waste Strategy (minimisation)	0%	100%	0%	100%	
Waste Support Services	100%	0%	100%	0%	
Other					
City Marketing	100%	0%	100%	0%	
City of Literature	N/A	N/A	100%	0%	Note 2
Community Housing	10%	90%			Note 3
Community Partnerships	95%	5%	95%	5%	
Creative Partnerships (Ara Toi)	90%	10%	90%	10%	
Economic Development	95%	5%	95%	5%	
Events	95%	5%	95%	5%	
Housing Policy	100%	0%	100%	0%	
Investment Property	0%	100%	0%	100%	
iSite Visitors Centre	70%	30%			Note 4
Olveston	45%	55%	55%	45%	Note 5
Zero Carbon	100%	0%	100%	0%	

Recommended Changes to the Revenue and Financing Policy

25 **Note 1:** The "South Dunedin Future" activity has been renamed to "Climate Adaptation and Resilience" to reflect the change in focus to a city-wide approach. Partnership funding received previously from the Otago Regional Council only relates to the South Dunedin Future work, therefore the revenue policy has been updated to reflect this.

26 **Note 2:** City of Literature was bundled with the Libraries activity in the 9 year plan. This activity has now been split to align with the new groups of activities. This activity has always been 100% rate funded.

27 **Note 3:** Community Housing funding policy has been deliberately left blank pending a decision at Council's December budget meetings.

28 **Note 4:** iSite Visitors Centre funding policy has been deliberately left blank pending a decision at Council's December budget meetings.

29 **Note 5:** Olveston funding policy is to have an increase in rates funding to recognise the increase in building maintenance costs for a heritage property.

OPTIONS

30 Council is required to have a Revenue and Financing Policy as part of the Long Term Plan. Options have not been presented but Council has the ability to modify the draft Revenue and Financing Policy.

NEXT STEPS

31 A report will be prepared to set out how the draft operating budgets comply with the approved Policy, and this will be presented at the Council meeting in late January.

32 If any amendments to the draft Policy are required, these will be presented at the Council meeting in late January.

33 Community Housing and iSite Visitors Centre activities will be considered at the Council meeting on 7-11 December 2026.

34 If approved, the draft Revenue and Financing Policy will form part of the supporting documentation for consultation on the draft Long Term Plan and draft Water Services Strategy 2027-37.

Signatories

Author:	Janet Fraser - Corporate Planner
Authoriser:	Carolyn Allan - Chief Financial Officer

Attachments

	Title	Page
⇩A	Draft Revenue and Financing Policy (clean) - Long Term Plan 2027-37	90
⇩B	Draft Revenue and Financing Policy (tracked changes) - Long Term Plan 2027-37	119

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision making and action by, and on behalf of communities and meets the current and future needs of communities for good-quality, cost-effective and local infrastructure, public services and regulatory functions.

Fit with core services of Local Government
This decision relates to:

- ✓ Network infrastructure
- ☐ Public transport services
- ✓ Solid waste collection and disposal
- ✓ Waste minimisation
- ✓ Emergency management
- ✓ Libraries, museums and cultural facilities
- ✓ Parks, reserves and recreational facilities
- ☐ None of the above

The draft Revenue and Financing Policy applies across all major areas of DCC.

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	☐	☐
Economic Development Strategy	✓	☐	☐
Environment Strategy	✓	☐	☐
Arts and Culture Strategy	✓	☐	☐
3 Waters Strategy	✓	☐	☐
Future Development Strategy	✓	☐	☐
Integrated Transport Strategy	✓	☐	☐
Parks and Recreation Strategy	✓	☐	☐
Other strategic projects/policies/plans	✓	☐	☐

The Long Term Plan 2027-37 contributes to the objectives and priorities of the strategic framework as it describes the Council's activities, the community outcomes, and provides a long term focus for decision making and coordination of the Council's resources, as well as a basis for community accountability. The Revenue and Financing Policy is a key component of the development of the Long Term Plan.

Māori Impact Statement

The adoption of Te Taki Haruru Māori Strategic Framework signals Council's commitment to mana whenua and to its obligations under the Treaty of Waitangi. Mana whenua and mātāwaka will have an opportunity to engage with the Long Term Plan and Water Services Strategy consultation process.

Sustainability

The Revenue and Financing Policy considers the overall impact of its funding requirements on current and future communities, when setting the policy.

LTP/Annual Plan / Financial Strategy /Infrastructure Strategy

The Revenue and Financing Policy does not impact on levels of service provided but provides for how the activities of Council are funded.

SUMMARY OF CONSIDERATIONS
Financial considerations The financial impacts are discussed in the report.
Significance Proposed changes to the Revenue and Financing Policy are not considered significant in terms of the Council's Significance and Engagement Policy. The Policy will be included in the supporting documentation for consultation on the Long Term Plan 2027-37.
Engagement – external There has been no external engagement in the development of the Revenue and Financing Policy.
Engagement - internal Staff and managers from across Council have been consulted in the review of the Revenue and Financing Policy.
Risks: Legal / Health and Safety etc. There are no identified risks.
Conflict of Interest There are no known conflicts of interest.
Community Boards The Revenue and Financing Policy may be of interest to Community Boards.

Kaupapa here whiwhika, tahua
Revenue and financing policy

PURPOSE

The Local Government Act 2002 (LGA) requires the adoption of a Revenue and Financing Policy which states the Council's policies on the funding of its operating and capital expenditure and the sources of those funds.

The LGA requires the Council to manage its finances prudently and in a manner that promotes the current and future interests of the community. The Council must ensure that each year's projected operating revenues are set at a level sufficient to meet the year's projected operating expenses. This is the "balanced budget" requirement. However, a council may choose to plan for a deficit provided it has regard to the impact on levels of service, the equitable allocation of responsibility for funding services and its funding and financial policies.

SCOPE

The Council adopts a Revenue and Financing Policy prior to the adoption of every Long Term Plan and may amend sections of it in subsequent Annual Plans. A review of the Revenue and Financing Policy is undertaken as part of the development of each Long Term Plan.

Under the LGA this is a two-step process:

The first step, in accordance with LGA Section 101(3) (a), is to consider each of the following in relation to each of the Council's activities:

a) the community outcomes to which the activity primarily contributes
b) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals
c) the period in or over which those benefits are expected to occur
d) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
e) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

The second step, in accordance with LGA Section 101(3) (b), requires the Council to consider the overall impact of any allocation of liability for revenue needs on current and future communities.

POLICY

1. Policy details

a) The Dunedin City Council's policy to fund operating expenditure is based on the extent to which the provision of a service by the Council is a public or private good.

b) Debt may be used to fund capital expenditure, along with funded depreciation, capital grant revenue and development contributions.

c) Council generally plans to fund all operating expenditure from sources other than debt, however debt may be used to fund operating expenditure where the expenditure provides benefits to the community, such as community grants for assets (defined below), or where Council decides it is prudent to do so. For example:

- Council may use debt funding if unexpected events occur (e.g., pandemic, natural disaster) that create the need for debt funding some operating expenditure due to changes in expected revenue and or expenditure.
- Council may use debt funding for operating expenditure where it is providing a one-off grant to an external community organisation that is constructing or upgrading a building, such as a community facility that provides enduring economic and wider community benefits.

2. Options for funding Council activities

2.1. The Council uses the following sources of funding:

General rates

2.2. This is used to fund public goods where it is not possible to clearly identify customers or users. The general rate is also used to fund activities where, for reasons of fairness and equity, consideration of the wider community good indicates that this is the most appropriate way to fund an activity.

2.3. The general rate is based on the capital value of each rating unit in the district and will be set on a differential basis based on land use. Capital value is comprised of land value and the value of improvements on the land. The Council will not use a Uniform Annual General Charge.

Targeted rates

2.4. This form of rate is used where an activity benefits an easily identifiable group of ratepayers and where it is appropriate that only this group is targeted to pay for some or all of a particular activity. Dunedin City Council uses the following targeted rates:

a) Community Services (funding part of the Parks and Reserves and Botanic Garden activities)

b) Kerbside recycling collection service

c) Drainage (combined targeted rate for sewage disposal and stormwater)

d) Commercial drainage – capital value

e) Water – Ordinary

f) Water – Volume

g) Water – Quantity of Water (rating units with water meter or extraordinary water supply)

h) Fire Protection (water supply for fire protection)

i) Allanton Drainage

j) Blanket Bay Drainage

k) Curles Point Drainage

l) Warm Dunedin

m) Private Street Lighting

Fees and charges

2.5. Fees and charges are direct charges to identifiable people or groups who use certain Council services such as dog control, swimming pools and building inspection. In these instances, identifiable people benefit from those services, and they are required to pay all or part of the cost of that service. Fees and charges are reviewed annually to reflect increased costs of service provision and/or maintain the cost recovery principles underlying the setting of fees.

Development contributions

2.6. Development contributions may be recovered from those persons undertaking development, the contribution being a fair, equitable and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.

Grants and subsidies

2.7. Grants and subsidies are received from external agencies to support certain activities, such as New Zealand Transport Agency Waka Kotahi, which provides subsidies for roading services.

Rents, interest and dividends

2.8. The Council receives revenue from property rentals, interest, and dividends to help offset the general rate requirement.

DRAFT

Summary of funding options

	Operating Expenditure	Capital Expenditure
General Rates	√	√
Targeted Rates	√	√
Fees and charges	√	√
NZTA Waka Kotahi income	√	√
Rent, interest and dividends	√	√
Debt	√	√
Proceeds from asset sales		√
Development Contributions		√
Grants and other subsidies	√	√

3. New reticulated utility services (water, wastewater or stormwater) policy

3.1. In 2010, the Council approved the "New Reticulated Utility Services (Water, Wastewater or Stormwater) Policy" funding policy. The key components of this policy are as follows:

3.2. The Council's existing policy on reticulation of services is that services will only be provided for areas which are zoned as requiring access to reticulated water, wastewater and/or stormwater infrastructure, as detailed in rules in the District Plan relating to subdivisions.

3.3. New reticulation systems will be considered in existing developed areas not already reticulated where there is a clear and demonstrated need in terms of public health, environmental effects or other significant reason.

3.4. If a new system is installed by the Council in terms of 3.2 and 3.3 above, each connection or potential connection, once established, will be subject to the Drainage Rate, Water Rate and any other charge applicable to the type of connection, in accordance with the Council's funding policy in operation at that time, to fund the ongoing operation of the service.

3.5. In addition to the funding of the ongoing operational costs, consideration will also be given to the contribution payable towards the capital cost of providing the new reticulated service by those who directly benefit from receiving the new service, based on the following:

3.6. For all existing properties (excluding vacant sections), or properties which have a building consent issued, on the date that the Council decides to proceed with any new reticulation service, a percentage contribution up to a maximum of 100% of their share of the assessed cost of providing

the service. The percentage contribution will be determined after considering a range of factors listed in the policy.

3.7. For all future properties that are built in the area serviced, that are not in existence or do not have building consent issued prior to the date that the Council decides to proceed with any new reticulation service, shall contribute 100% of their share of the assessed cost of providing the services.

4. Revenue and financing policy – funding schedule

4.1. Table 1 outlines how it is proposed to fund each activity of the Council.

Table 1: Revenue and financing policy

Activity	2027 - 37 Policy	
	Rates Revenue %	**Other Revenue %**
3 Waters		
Stormwater	99%	1%
Wastewater	98%	2%
Water Supply	80%	20%
Adaptation and Emergency Management		
Civil Defence	100%	0%
Climate Adaptation and Resilience	85%	15%
Zero Carbon	100%	0%
Community and Recreation Facilities		
Aquatic Services	65%	35%
Community Property	90%	10%
Crematorium	0%	100%
Gallery, Garden and Museum	85%	15%
Holding Property	90%	10%
Libraries	98%	2%
Operational Property	90%	10%
Otago Museum levy	100%	0%
Property Management	90%	10%
Governance, Planning and Reporting		
City Development	100%	0%
City Growth	100%	0%

DRAFT

Activity	2027 - 37 Policy	
	Rates Revenue %	**Other Revenue %**
Civic and governance support, incl. corporate support services and warm Dunedin	98%	2%
Civic Property	90%	10%
Māori Partnerships	100%	0%
Parks and Reserves		
Botanic Garden	98%	2%
Cemeteries (parks and burials)	60%	40%
Parks and Reserves	96%	4%
Public Regulatory Services		
Alcohol Licensing	25%	75%
Animal Services	10%	90%
Building Services	25%	75%
Environmental Health	65%	35%
Resource Consents	55%	45%
Roading and Transport		
Parking Enforcement	2%	98%
Parking Operations	0%	100%
Transport	75%	25%
Waste Management and Minimisation		
Kettle Park	100%	0%
Landfills	10%	90%
Refuse, Recycling, Litter	98%	2%
Waste Strategy (minimisation)	0%	100%
Waste Support Services	100%	0%
Other		
City Marketing	100%	0%
City of Literature	100%	0%
Community Housing		
Community Partnerships	95%	5%
Creative Partnerships (Ara Toi)	90%	10%

Activity	2027 - 37 Policy	
	Rates Revenue %	Other Revenue %
Economic Development	95%	5%
Events	95%	5%
Housing Policy	100%	0%
Investment Property	0%	100%
iSite Visitors Centre		
Olveston	55%	45%

We report to Council annually on how our budgets comply with the Revenue Policy. Our guidance is that a +/- 5% variance is acceptable in terms of compliance with the Policy. Explanations for variations over this amount are explained in those reports.

DRAFT

Revenue and Financing Policy – Analysis by activity

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
3 Waters							
Stormwater	A healthy city with reliable and quality water, wastewater, and stormwater systems. A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Individuals the network area connected to the system, protection of private property. There are community wide public health benefits from the stormwater system, and benefits in the protection of city infrastructure.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Development contributions to fund growth portion of capital expenditure. Debt to fund some capital expenditure.	99% targeted rates 1% external charges for connection fees.	This activity has a limited scope for user charges, and so it will be funded by targeted rates. There is a high degree of private benefit, but charging a fee is not possible.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Wastewater	A healthy city with reliable and quality water, wastewater, and stormwater systems. A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Users within the network area connected to the system. There are community wide public health benefits from the provision of safe and effective wastewater services, and benefits in protecting the environment from pollution.	The Council has committed to undertake this activity for the long term.	Industries producing high volumes of noxious wastewater are charged through trade waste charges.	Trade waste charges for industries. Development contributions to fund growth portion of capital expenditure. Debt to fund some capital expenditure.	98% targeted rates 2% trade waste, connection fees and other charges.	This activity has a limited scope for user charges, and so it will be funded by targeted rates. There is a high degree of private benefit but charging all users a fee (except industries), is not possible.
Water supply	A healthy city with reliable and quality water, wastewater, and stormwater systems. A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Users within the network area connected to the system. There are community wide public health benefits from the supply of treated water, and benefits in the availability of water to fight fires.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Commercial & extraordinary supply customers pay for supply. Development contributions fund growth portion of capital spend. Debt funds some capital expenditure.	80% targeted rates, non-metered properties. 20% water sales (supply measured by water meters). Currently meters are not installed for all customers.	This activity has a limited scope for user charges, and so it will be funded by targeted rates. There is a high degree of private benefit, but charging a fee is not possible, as meters are not installed for all customers.
Adaptation and Emergency Management							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Civil defence	A supportive city with caring communities and a great quality of life.	The whole community benefits from civil defence readiness and response in times of an emergency.	The Council is required to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates.	Funding from capital value based general rates spreads the funding cross the entire community.
Climate Adaptation and Resilience	A supportive city with caring communities and a great quality of life	The whole community benefits from identifying options and planning for long term climate change adaptation.	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	85% general rates 15% other income.	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate. The Otago Regional Council contributes to the joint South Dunedin Future project.
Zero Carbon	Contributes to all community outcomes.	The whole community benefits from work undertaken to meet the zero carbon 2040 target.	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate.
Community and Recreational Facilities							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Aquatic Services	An active city with quality and accessible recreational spaces and opportunities. A supportive city with caring communities and a great quality of life.	Users benefit from personal fitness and competition but there is also a community benefit in providing accessible and affordable facilities.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	65% general rates. 35% fees and charges.	A user charge is a transparent way to charge for the service. As the service also delivers community benefits, general rate funding is an appropriate funding source. User charges should not be set so high as to create a barrier to entry.
Community Property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that provide for the community, e.g., community halls, Edgar Centre.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Those using community facilities can be identifiable, however, entry fees are payable to those running the facilities on behalf of council. Maintenance costs are therefore funded by general rates.
Crematorium	A supportive city with caring communities and a great quality of life.	The provision of a sensitive crematorium /chapel service is important to the whole community.	The Council currently provides this service for the private sector.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% fees and charges.	Fees are charged for the use of cremation facilities.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Gallery, Garden and Museum	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	Visitors to the gallery, garden and museum benefit from this activity. The community benefits through these roles as tourist attractions.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	85% general rates. 15% fees and charges/ other external charges.	This activity is largely public good. While charging an entry fee is possible, in 2014, Council confirmed a decision to not to charge at cultural institutions, but noting that entry fees to special exhibitions, sale of retail items or for hiring the venue etc., are permitted.
Holding property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	This is property that is currently being held for a future use such as redevelopment, or infrastructure requirements. E.g. Forbury Park, Fortune Theatre	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	This activity is largely for public good with limited scope for user charges. Maintenance costs are mostly funded by general rates

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Libraries	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	Borrowers and visitors who browse, read and research.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	98% general rates 2% fees and charges	This activity is largely for public good with limited scope for user charges. It will be funded primarily by the capital value based general rate. Fees apply to "Hotpicks" and damages.
Operational Properties	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that enable council services and operations e.g. libraries, service depots	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Operational property provides a public good by ensuring council can operate and is therefore primarily funded by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Otago Museum Levy	A creative city with a rich and diverse arts and culture scene.	The museum benefits from receipt of the levy, the work it does is for the benefit of the wider community. The community benefits through the custodial role the Museum fulfils and its role as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term, noting that the Otago Museum Trust Board Act is in place.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity involves paying a levy to the Museum on behalf of the community and will therefore be funded by the capital value based general rate.
Property Management	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that are maintained and managed effectively.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Some buildings are rented out for commercial activities, and therefore attract fees and charges. However, maintenance costs are mostly funded by general rates
Governance, Planning and Reporting							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
City development	A compact city with a vibrant CBD and thriving suburban and rural centres. A connected city with a safe, accessible and low-carbon transport system. A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments	The service benefits the general public through the ability to enjoy an aesthetically pleasing environment	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity. Note that costs for private plan changes are recovered.	Not applicable.	100% general rates	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate.
City growth	Contributes to all community outcomes.	The whole community benefits from planning for growth in the city.	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Civic and governance, Corporate Support, and Warm Dunedin	Indirect contribution to all community outcomes. A supportive city with caring communities and a great quality of life.	Effective support of Council activities, making available information such as GIS data, Land Information data and Council's archives, benefits the whole community. Owners who chose to upgrade the insulation and heating in their homes through the Warm Dunedin programme.	For Warm Dunedin, this activity will cease when existing loans are repaid. No new loans are being made. For the other activities, indefinitely. The Council's functions are provided for the by Local Government Act 2002.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	98% general rates. 2% fees for services such as the provision of LIMs.	Warm Dunedin - Individual applications were made by residents to access funding to improve insulation and heating in their homes. This is repaid via a targeted rate on their property. Funding the remainder of service provision through the capital value based general rates spreads the funding across the entire community.
Civic Property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that provide council services e.g., civic building	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Civic property provides allows Council operations to occur. It is primarily funded by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Māori Partnerships	Contributes to all community outcomes.	The whole community benefits from the work undertaken by the Māori Partnerships team, to ensure the Treaty of Waitangi is appropriately embedded in all that we do.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates.	Engagement and liaison with the Māori community on operational and partnership matters provides a public benefit, and therefore will be funded by the capital value based general rate.
Parks and Reserves							
Dunedin Botanic Garden	An active city with quality and accessible recreational spaces and opportunities. A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	Visitors to the Garden benefit. The whole community benefits because the Botanic Garden adds to the environment and amenity values of Dunedin. Those leasing space for commercial purposes benefit.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	There would be practical difficulties with charging visitors to the garden.	98% community services rate. 2% fees and charges.	As this activity is largely public good, it is primarily funded by the capital value based community services rate. Fees are charged for leased space at the garden.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Cemeteries (Parks and Burials)	A supportive city with caring communities and a great quality of life.	Provision of well-maintained cemeteries is important to the whole community. Families using burial services are identifiable for charging purposes.	The Council has statutory and public health responsibilities to provide the service on an ongoing basis. The Council also maintains closed cemeteries.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	60% general rates. 40% fees and charges.	Fees are charged for burial services. Because of the benefits to the community as a whole it is also appropriate to provide some general rate funding.
Parks and Reserves	An active city with quality and accessible recreational spaces and opportunities. A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	The whole community benefits from the provision of recreation reserves and walkways. There are also identifiable users e.g., sports clubs for charging purposes.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	96% general and community services rates. 4% fees and charges.	This activity is largely public good with limited scope for user charges and is therefore primarily funded by the capital value based general rate. Fees are charged for booked use of sports fields and facilities.
Public Regulatory Services							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Alcohol Licensing	A supportive city with caring communities and a great quality of life.	Individual licensees benefit as a license allows them to trade. There are public health benefits in reducing the incidence of intoxicated persons in public places.	The Council has made the commitment to undertake this activity in the long term.	Liquor license fees are a charge for application received to serve alcohol. Penalties apply for licence infringements.	Not applicable.	25% general rate. 75% fees and charges, noting license fees are set by statute.	The Council has a statutory responsibility to provide this service. To the extent that costs are not covered by set licence fees, Council must meet the balance of the cost through general rates.
Animal Services	A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	Dog owners, as well as the community at large in terms of educational programmes and the ability to report dog issues and seek assistance.	The Council has made a commitment to undertake this activity for the long term.	The registration fees charged to owners of dogs are in effect a charge on a group of people whose actions require this service to be undertaken.	Not applicable.	10% general rates 90% fees and charges	The activity is funded from dog registration fees with a small of proportion funded by the capital value based general rate. It is important to ensure that fees are not set so high as to act as a disincentive to registration and compliance.
Building Services	A supportive city with caring communities and a great quality of life. A successful city with a diverse, innovative and productive economy. A sustainable city with healthy and treasured natural environments.	Applicants for building consents. There is an acknowledgement that there is benefit to the wider community in having consented buildings.	The Council has made a commitment to undertake this activity for the long term.	People who carry out unregulated building activity generate the need for the Council to prevent and reduce the negative effects of this activity.	Not applicable.	25% general rates 75% fees and charges	Building Consent Authority (BCA) work is funded by consent fees. Affordability is considered to ensure that costs do not act as a disincentive to compliance. Non BCA work is funded by general rates as a public service.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Enviro Health	A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	Individual licensees benefit as holding a license allows them to trade. There are public health and safety benefits from licensing food premises, regulating industries (e.g. tattooists, beauticians, funeral homes, hairdressers) and responding to complaints in respect to noise and rubbish.	The Council has made the commitment to undertake this activity for the long term.	Licensees and other people who do not comply with any aspects of regulations are required to remedy the problem.	Not applicable.	65% general rates 35% fees and charges.	There is a significant community benefit from these activities from a health and safety perspective currently and in the longer term. User charges are applied to licensing and regulation activities, and the exacerbator pays principle applies for infringements.
Resource Consents	A compact city with a vibrant CBD and thriving suburban and rural centres. A successful city with a diverse, innovative and productive economy. A sustainable city with healthy and treasured natural environments	Applicants for resource consents benefit. The community benefits from monitoring and complaints investigations, to ensure that environmental and amenities standards are maintained.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	55% general rates 45% fees and charges.	Funding from fees and charges reflects the Council's decision for resource consent processing to be undertaken on a cost recovery basis. Compliance monitoring and complaint investigation is largely public good and is funded from the capital value based general rate.
Roading and Transport							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Parking Services - Enforcement	A connected city with a safe, accessible and low-carbon transport system. A compact city with a vibrant CBD and thriving suburban and rural centres.	Members of the community expect a well organised and policed parking system which will allow them to park once they arrive at their destination	The Council has made the commitment to undertake this activity in the long term.	Individual car owners seeking parking in the city close to businesses and retailers. Those abandoning vehicles.	Not applicable.	2% general rates 98% fees and charges	Those breaching parking regulations are identifiable, and are charged an enforcement fee that is set by statute. General rates are used for dealing with abandoned vehicles when necessary.
Parking Operations	A connected city with a safe, accessible and low-carbon transport system. A compact city with a vibrant CBD and thriving suburban and rural centres.	Those using the parking services benefit directly from the provision of parking.	The Council has made the commitment to undertake this activity in the long term.	Individual car owners seeking parking in the city close to businesses and retailers.	Not applicable.	100% fees and charges	Users of the services provided are readily identifiable and pay through parking meters and pay stations.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Transport	A connected city with a safe, accessible and low carbon transport system. A supportive city with caring communities and a great quality of life. A successful city with a diverse, innovative and productive economy. A compact city with a vibrant CBD and thriving suburban and rural centres. An active city with quality and accessible recreational spaces and opportunities A sustainable city with healthy and treasured natural environments.	The whole community benefits. All people use some form of transport.	Planning for future transportation needs is an ongoing task as our society evolves. The Roading network will be maintained indefinitely.	No actions or inactions have contributed to the need to undertake this activity.	NZTA Waka Kotahi subsidy. Development contributions to fund growth portion of capital expenditure. Debt to fund some capital expenditure.	75% general and targeted rates. 25% external funding.	This activity is a public good activity and will be funded by the capital value based general rate. Capital expenditure for some projects attract subsidy from NZTA Waka Kotahi.
Waste Management and Minimisation							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Kettle Park	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	There are public health and environmental benefits through the safe remediation of this former landfill.	Indefinitely	This former landfill requires remediation due to the hazard it presents through coastal erosion.	Not applicable.	100% general rates funding.	The remediation of this former landfill benefits all the community.
Landfills (Including Transfer Stations and closed landfills)	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Users of the landfills and transfer stations. There are public health and environmental benefits through the safe and appropriate disposal of rubbish, ongoing maintenance at closed landfills.	The Council has committed to undertake this activity for an ongoing period. Closed landfills are managed, monitored, and surveyed in excess of 20 years.	The users of landfills and transfer stations create the need for Council to provide these facilities. Closed landfills require after-care management.	Not applicable.	10% general rates 90% fees and charges.	Users are identifiable and so fees are charged to landfill and transfer station users. Fees paid are used to provide for aftercare on closed landfills. Monitoring of the Smooth Hill site is funded by general rates.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Refuse, Recycling and Litter	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Domestic and commercial users of collections services. The community receives public health benefits through the minimisation of waste going to Landfill, and ensuring streets are kept clean with the provision of public street litter bins and clean up days.	Indefinitely.	Individuals and businesses create waste. The Waste Minimisation Act 2008 requires territorial authorities to minimise waste in their district.	Not applicable.	98% rates, being general rates for litter bins and clean up days, and targeted rates for recycling (kerbside) collection. 2% fees for the sale of recycled materials.	Users of the refuse and recycling services are readily identifiable, and so user charges and targeted rates pay for the costs of disposal. Public good services for litter bins and clean up days justify funding through capital value based general rates.
Waste Strategy (minimisation)	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	The community benefits from the Council's commitment to waste minimisation and providing education to the public.	Indefinitely.	The Waste Minimisation Act 2008 requires territorial authorities to minimise waste in their district.	Not applicable.	100% grant funding from the Ministry for the Environment's Waste Levy.	This activity is fully funded by the Ministry for the Environment through its waste levy.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Waste Support Services	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	The community benefits from the Council's commitment to waste management	Indefinitely	Individuals and businesses create waste. The Waste Minimisation Act 2008 requires territorial authorities to minimise waste in their district.	Not applicable	100% general rates funding.	The support provided to deliver the waste management services provides a public good, and is therefore funded through capital value based general rates.
Other							
City of Literature	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	The Dunedin community generally, with additional benefits accruing to writers, literary organisations, educational institutions, visitors, and local businesses	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity is largely public good with limited scope for user charges. It will be funded primarily by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
City Marketing	A successful city with a diverse, innovative and productive economy. A creative city with a rich and diverse arts and culture scene. A supportive city with caring communities and a great quality of life.	The city and the community benefits from work encouraging tourism and promotion of Dunedin.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates.	This activity is largely public good with no scope for user charges and will therefore be funded by the capital value based general rate.
Community Housing	A supportive city with caring communities and a great quality of life.	Tenants of the community housing benefit from the provision of affordable housing.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.		
Community partnerships	A supportive city with caring communities and a great quality of life. A creative city with a rich and diverse arts and culture scene.	The community benefits through the provision of information, advice and assistance on matters relating to the community. Community groups that receive advice and assistance are identifiable.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	95% general rates 5% grants funding.	This activity is largely public good with limited scope for user charges and will therefore be funded primarily by the capital value based general rate. Council receives grant funding that contributes towards the cost of its Task Force Green activity.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Creative Partnerships (Ara Toi)	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	The wider community benefits through advice given to the arts and cultural sector.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	90% general rates. 10% grants funding from third parties for distribution to organisations in the creative arts sector.	This activity is public good and includes providing advice. It will be funded by the capital value based general rate.
Economic development	A successful city with a diverse, innovative and productive economy. A creative city with a rich and diverse arts and culture scene. A supportive city with caring communities and a great quality of life.	Businesses that contact the service benefit. The city and the community benefits from the economic growth and development activities undertaken.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	95% general rates. 5% external funding	This activity is largely public good with no scope for user charges and will therefore be funded by the capital value based general rate. Note: availability of external funding such as film permit fees varies from year to year.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Events	A supportive city with caring communities and a great quality of life.	The whole community benefits from community events held. Stall holders at DCC run events benefit from holding the event.	This activity is ongoing.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	95% general rates 5% fees and charges	This activity is largely public good with limited scope for user charges. It will therefore be funded primarily by the capital value based general rate. Fees may be charged to stall holders at events held.
Housing Policy	A supportive city with caring communities and a great quality of life.	The whole community benefits from delivery of the Ōtepoti Dunedin Housing Plan.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates	This activity is public good, with no scope for user charges, and therefore will be funded by the capital value based general rate.
Investment property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	Lessees of the investment properties benefit from this activity. The whole community benefits from the return on investment properties which are leased out at commercial rates	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% external revenue.	Tenants of the investment properties are charged rentals.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
iSite Visitors Centre	A successful city with a diverse, innovative and productive economy.	Businesses that receive bookings through I-Site directly benefit from the service provided. The whole city benefits through visitor spending in the city on accommodation, attractions, and associated retail spending.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.		
Olveston	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy.	Visitors to Olveston benefit. There is also a wider economic benefit to the Community through the heritage home as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	55% general rates 45% fees and charges	An entry fee and some charges apply. As the service delivers community benefits, general rate funding is also an appropriate funding source. User charges should not be set so high as to create a barrier to entry.

DRAFT

Kaupapa here whiwhika, tahua
Revenue and financing policy

PURPOSE

The Local Government Act 2002 (LGA) requires the adoption of a Revenue and Financing Policy which states the Council's policies on the funding of its operating and capital expenditure and the sources of those funds.

The LGA requires the Council to manage its finances prudently and in a manner that promotes the current and future interests of the community. The Council must ensure that each year's projected operating revenues are set at a level sufficient to meet the year's projected operating expenses. This is the "balanced budget" requirement. However, a council may choose to plan for a deficit provided it has regard to the impact on levels of service, the equitable allocation of responsibility for funding services and its funding and financial policies.

SCOPE

The Council adopts a Revenue and Financing Policy prior to the adoption of every Long Term Plan and may amend sections of it in subsequent Annual Plans. A review of the Revenue and Financing Policy is undertaken as part of the development of each Long Term Plan.

Under the LGA this is a two-step process:

The first step, in accordance with LGA Section 101(3) (a), is to consider each of the following in relation to each of the Council's activities:

a) the community outcomes to which the activity primarily contributes
b) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals
c) the period in or over which those benefits are expected to occur
d) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
e) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

The second step, in accordance with LGA Section 101(3) (b), requires the Council to consider the overall impact of any allocation of liability for revenue needs on ~~the~~ current and future ~~social, economic, environmental, and cultural wellbeing of the community~~communities.

POLICY

1. Policy details

a) The Dunedin City Council's policy to fund operating expenditure is based on the extent to which the provision of a service by the Council is a public or private good.

b) Debt may be used to fund capital expenditure, along with funded depreciation, capital grant revenue and development contributions.

c) Council generally plans to fund all operating expenditure from sources other than debt, however debt may be used to fund operating expenditure where the expenditure provides benefits to the community, such as community grants for assets (defined below), or where Council decides it is prudent to do so. For example:

- Council may use debt funding if unexpected events occur (e.g., pandemic, natural disaster) that create the need for debt funding some operating expenditure due to changes in expected revenue and or expenditure.
- Council may use debt funding for operating expenditure where it is providing a one-off grant to an external community organisation that is constructing or upgrading a building, such as a community facility that provides enduring economic and wider community benefits.

2. Options for funding Council activities

2.1. The Council uses the following sources of funding:

General rates

2.2. This is used to fund public goods where it is not possible to clearly identify customers or users. The general rate is also used to fund activities where, for reasons of fairness and equity, consideration of the wider community good indicates that this is the most appropriate way to fund an activity.

2.3. The general rate is based on the capital value of each rating unit in the district and will be set on a differential basis based on land use. Capital value is comprised of land value and the value of improvements on the land. The Council will not ~~be using~~use a Uniform Annual General Charge.

Targeted rates

2.4. This form of rate is used where an activity benefits an easily identifiable group of ratepayers and where it is appropriate that only this group ~~be~~ is targeted to pay for some or all of a particular activity. Dunedin City Council uses the following targeted rates:

a) Community Services (funding part of the Parks and Reserves and Botanic Garden activities)

b) Kerbside recycling collection service

c) Drainage (combined targeted rate for sewage disposal and stormwater)

DRAFT

d) Commercial drainage – capital value

e) Water – Ordinary

f) Water – Volume

g) Water – Quantity of Water (rating units with water meter or extraordinary water supply)

h) Fire Protection (water supply for fire protection)

i) Allanton Drainage

j) Blanket Bay Drainage

k) Curles Point Drainage

l) Warm Dunedin

m) Private Street Lighting

Fees and charges

2.5. Fees and charges are direct charges to identifiable people or groups who use certain Council services such as dog control, swimming pools and building inspection. In these instances, identifiable people benefit from those services, and they are required to pay all or part of the cost of that service. Fees and charges are reviewed annually to reflect increased costs of service provision and/or maintain the cost recovery principles underlying the setting of fees.

Development contributions

2.6. Development contributions may be recovered from those persons undertaking development, the contribution being a fair, equitable and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.

Grants and subsidies

2.7. Grants and subsidies are received from external agencies to support certain activities, such as ~~Waka Kotahi~~ New Zealand Transport Agency Waka Kotahi, which provides subsidies for roading services.

Rents, interest and dividends

2.8. The Council receives revenue from property rentals, interest, and dividends to help offset the general rate requirement.

DRAFT

Summary of funding options

	Operating Expenditure	Capital Expenditure
General Rates	√	√
Targeted Rates	√	√
Fees and charges	√	√
~~Waka Kotahi~~ NZTA Waka Kotahi income	√	√
Rent, interest and dividends	√	√
Debt	√	√
Proceeds from asset sales		√
Development Contributions		√
Grants and other subsidies	√	√

3. New reticulated utility services (water, wastewater or stormwater) policy

3.1. In 2010, the Council approved the "New Reticulated Utility Services (Water, Wastewater or Stormwater) Policy" funding policy. The key components of this policy are as follows:

3.2. The Council's existing policy on reticulation of services is that services will only be provided for areas which are zoned as requiring access to reticulated water, wastewater and/or stormwater infrastructure, as detailed in rules in the District Plan relating to subdivisions.

3.3. New reticulation systems will be considered in existing developed areas not already reticulated where there is a clear and demonstrated need in terms of public health, environmental effects or other significant reason.

3.4. If a new system is installed by the Council in terms of 3.2 and 3.3 above, each connection ~~once established,~~ or potential connection, once established, ~~-~~will be subject to the Drainage Rate, ~~and~~ Water Rate and any other charge applicable to the type of connection, in accordance with the Council's funding policy in operation at that time, to fund the on-going operation of the service.

3.5. In addition to the funding of the on-going operational costs, consideration will also be given to the contribution payable towards the capital cost of providing the new reticulated service by those who directly benefit from receiving the new service, based on the following:

3.6. For all existing properties (excluding vacant sections), or properties which have a building consent issued, on the date that the Council decides to proceed with any new reticulation service, a

percentage contribution up to a maximum of 100% of their share of the assessed cost of providing the service. The percentage contribution will be determined after considering a range of factors listed in the policy.

3.7. For all future properties that are built in the area serviced, that are not in existence or do not have building consent issued prior to the date that the Council decides to proceed with any new reticulation service, ~~they~~ shall contribute 100% of their share of the assessed cost of providing the services.

4. Revenue and financing policy – funding schedule

4.1. Table 1 outlines how it is proposed to fund each activity of the Council.

Table 1: Revenue and financing policy

Activity	2027~~5~~ - 3~~4~~ Policy	
	Rates Revenue %	**Other Revenue %**
3 Waters		
Stormwater	99%	1%
Wastewater	98%	2%
Water Supply	80%	20%
Adaptation and Emergency Management		
Civil Defence	100%	0%
~~South Dunedin Future~~Climate Adaptation and Resilience	85~~80~~%	15~~20~~%
Zero Carbon	100%	0%
Community and Recreation Facilities		
Aquatic Services	65%	35%
Community Property	90%	10%
Crematorium	0%	100%
Gallery, Garden and Museum	85%	15%
Holding Property	90%	10%
Libraries	98%	2%
Operational Property	90%	10%
Otago Museum levy	100%	0%
Property Management	90%	10%
Governance, Planning and Reporting		
City Development	100%	0%

Activity	2027~~5~~ - 3~~7~~4 Policy	
	Rates Revenue %	**Other Revenue %**
City Growth	100%	0%
Civic and governance support, incl. corporate support services and warm Dunedin	98%	2%
Civic Property	90%	10%
Māori Partnerships	100%	0%
Parks and Reserves		
Botanic Garden	98%	2%
Cemeteries (parks and burials)	60%	40%
Parks and Reserves	96%	4%
Public Regulatory Services		
Alcohol Licensing	25%	75%
Animal Services	10%	90%
Building Services	25%	75%
Environmental Health	65%	35%
Resource Consents	55%	45%
Roading and Transport		
Parking Enforcement	2%	98%
Parking Operations	0%	100%
Transport	75%	25%
Waste Management and Minimisation		
Kettle Park	100%	0%
Landfills	10%	90%
Refuse, Recycling, Litter	98%	2%
Waste Strategy (minimisation)	0%	100%
Waste Support Services	100%	0%
Other		
City Marketing	100%	0%
City of Literature	100~~98~~%	0~~2~~%
Community Housing	~~10%~~	~~90%~~
Community Partnerships	95%	5%

DRAFT

Activity	2027~~5~~ - 3~~7~~4 Policy	
	Rates Revenue %	Other Revenue %
Creative Partnerships (Ara Toi)	90%	10%
Economic Development	95%	5%
Events	95%	5%
Housing Policy	100%	0%
Investment Property	0%	100%
iSite Visitors Centre	~~70%~~	~~30%~~
Olveston	~~45~~55%	~~55~~45%

We report to Council annually on how our budgets comply with the Revenue Policy. Our guidance is that a +/- 5% variance is acceptable in terms of compliance with the Policy. Explanations for variations over this amount are explained in those reports.

DRAFT

Revenue and Financing Policy – Analysis by activity

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
3 Waters							
Stormwater	A healthy city with reliable and quality water, wastewater, and stormwater systems. A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Individuals the network area connected to the system, protection of private property. There are community wide public health benefits from the stormwater system, and benefits in the protection of city infrastructure.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Development contributions to fund growth portion of capital expenditure. Debt to fund some capital expenditure.	99% targeted rates 1% external charges for connection fees.	This activity has a limited scope for user charges, and so it will be funded by targeted rates. There is a high degree of private benefit, but charging a fee is not possible.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Wastewater	A healthy city with reliable and quality water, wastewater, and stormwater systems. A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Users within the network area connected to the system. There are community wide public health benefits from the provision of safe and effective wastewater services, and benefits in protecting the environment from pollution.	The Council has committed to undertake this activity for the long term.	Industries producing high volumes of noxious wastewater are charged through trade waste charges.	Trade waste charges for industries. Development contributions to fund growth portion of capital expenditure. Debt to fund some capital expenditure.	98% targeted rates 2% trade waste, connection fees and other charges.	This activity has a limited scope for user charges, and so it will be funded by targeted rates. There is a high degree of private benefit but charging all users a fee (except industries), is not possible.
Water supply	A healthy city with reliable and quality water, wastewater, and stormwater systems. A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Users within the network area connected to the system. There are community wide public health benefits from the supply of treated water, and benefits in the availability of water to fight fires.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Commercial & extraordinary supply customers pay for supply. Development contributions fund growth portion of capital spend. Debt funds some capital expenditure.	80% targeted rates, non-metered properties. 20% water sales (supply measured by water meters). Currently meters are not installed for all customers.	This activity has a limited scope for user charges, and so it will be funded by targeted rates. There is a high degree of private benefit, but charging a fee is not possible, as meters are not installed for all customers.
Adaptation and Emergency Management							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Civil defence	A supportive city with caring communities and a great quality of life.	The whole community benefits from civil defence readiness and response in times of an emergency.	The Council is required to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates.	Funding from capital value based general rates spreads the funding cross the entire community.
~~South Dunedin Future~~Climate Adaptation and Resilience	A supportive city with caring communities and a great quality of life	The whole community benefits from identifying options and planning for long term climate change adaptation.	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	~~80~~85% general rates ~~20~~15% other income.	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate. The Otago Regional Council contributes to ~~this~~ the joint South Dunedin Future project.
Zero Carbon	Contributes to all community outcomes.	The whole community benefits from work undertaken to meet the zero carbon ~~2030~~ 2040 target.	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate.
Community and Recreational Facilities							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Aquatic Services	An active city with quality and accessible recreational spaces and opportunities. A supportive city with caring communities and a great quality of life.	Users benefit from personal fitness and competition but there is also a community benefit in providing accessible and affordable facilities.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	65% general rates. 35% fees and charges.	A user charge is a transparent way to charge for the service. As the service also delivers community benefits, general rate funding is an appropriate funding source. User charges should not be set so high as to create a barrier to entry.
Community Property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that provide for the community, e.g., community halls, Edgar Centre.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Those using community facilities can be identifiable, however, entry fees are payable to those running the facilities on behalf of council. Maintenance costs are therefore funded by general rates.
Crematorium	A supportive city with caring communities and a great quality of life.	The provision of a sensitive crematorium /chapel service is important to the whole community.	The Council currently provides this service for the private sector.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% fees and charges.	Fees are charged for the use of cremation facilities.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Gallery, Garden and Museum	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	Visitors to the gallery, garden and museum benefit from this activity. The community benefits through these roles as tourist attractions.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	85% general rates. 15% fees and charges/ other external charges.	This activity is largely public good. While charging an entry fee is possible, in 2014, Council confirmed a decision to not to charge at cultural institutions, but noting that entry fees to special exhibitions, sale of retail items or for hiring the venue etc., are permitted.
Holding property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	This is property that is currently being held for a future use such as redevelopment, or infrastructure requirements. E.g. Forbury Park, Fortune Theatre	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	This activity is largely for public good with limited scope for user charges. Maintenance costs are mostly funded by general rates

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Libraries	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	Borrowers and visitors who browse, read and research.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	98% general rates 2% fees and charges	This activity is largely for public good with limited scope for user charges. It will be funded primarily by the capital value based general rate. Fees apply to "Hotpicks" and damages.
Operational Properties	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that enable council services and operations e.g. libraries, service depots	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Operational property provides a public good by ensuring council can operate and is therefore primarily funded by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Otago Museum Levy	A creative city with a rich and diverse arts and culture scene.	The museum benefits from receipt of the levy, the work it does is for the benefit of the wider community. The community benefits through the custodial role the Museum fulfils and its role as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term, noting that the Otago Museum Trust Board Act is in place.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity involves paying a levy to the Museum on behalf of the community and will therefore be funded by the capital value based general rate.
Property Management	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that are maintained and managed effectively.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Some buildings are rented out for commercial activities, and therefore attract fees and charges. However, maintenance costs are mostly funded by general rates
Governance, Planning and Reporting							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
City development	A compact city with a vibrant CBD and thriving suburban and rural centres. A connected city with a safe, accessible and low-carbon transport system. A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments	The service benefits the general public through the ability to enjoy an aesthetically pleasing environment	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity. Note that costs for private plan changes are recovered.	Not applicable.	100% general rates	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate.
City growth	Contributes to all community outcomes.	The whole community benefits from planning for growth in the city.	The Council has made a commitment to undertake the activity for the long term	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity is public good with no scope for user charges and will therefore be funded by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Civic and governance, Corporate Support, and Warm Dunedin	Indirect contribution to all community outcomes. A supportive city with caring communities and a great quality of life.	Effective support of Council activities, making available information such as GIS data, Land Information data and Council's archives, benefits the whole community. Owners who chose to upgrade the insulation and heating in their homes through the Warm Dunedin programme.	For Warm Dunedin, this activity will cease when existing loans are repaid. No new loans are being made. For the other activities, indefinitely. The Council's functions are provided for the by Local Government Act 2002.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	98% general rates. 2% fees for services such as the provision of LIMs.	Warm Dunedin - Individual applications were made by residents to access funding to improve insulation and heating in their homes. This is repaid via a targeted rate on their property. Funding the remainder of service provision through the capital value based general rates spreads the funding across the entire community.
Civic Property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	The whole community benefits from buildings that provide council services e.g., civic building	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	90% general rates. 10% rental income	Civic property provides allows Council operations to occur. It is primarily funded by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Māori Partnerships	Contributes to all community outcomes.	The whole community benefits from the work undertaken by the Māori Partnerships team, to ensure the Treaty of Waitangi is appropriately embedded in all that we do.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates.	Engagement and liaison with the Māori community on operational and partnership matters provides a public benefit, and therefore will be funded by the capital value based general rate.
Parks and Reserves							
Dunedin Botanic Garden	An active city with quality and accessible recreational spaces and opportunities. A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	Visitors to the Garden benefit. The whole community benefits because the Botanic Garden adds to the environment and amenity values of Dunedin. Those leasing space for commercial purposes benefit.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	There would be practical difficulties with charging visitors to the garden.	98% community services rate. 2% fees and charges.	As this activity is largely public good, it is primarily funded by the capital value based community services rate. Fees are charged for leased space at the garden.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Cemeteries (Parks and Burials-)	A supportive city with caring communities and a great quality of life.	Provision of well-maintained cemeteries is important to the whole community. Families using burial services are identifiable for charging purposes.	The Council has statutory and public health responsibilities to provide the service on an ongoing basis. The Council also maintains closed cemeteries.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	60% general rates. 40% fees and charges.	Fees are charged for burial services. Because of the benefits to the community as a whole it is also appropriate to provide some general rate funding.
Parks and Reserves	An active city with quality and accessible recreational spaces and opportunities. A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	The whole community benefits from the provision of recreation reserves and walkways. There are also identifiable users e.g., sports clubs for charging purposes.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	96% general and community services rates. 4% fees and charges.	This activity is largely public good with limited scope for user charges and is therefore primarily funded by the capital value based general rate. Fees are charged for booked use of sports fields and facilities.
Public Regulatory Services							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Alcohol Licensing	A supportive city with caring communities and a great quality of life.	Individual licensees benefit as a license allows them to trade. There are public health benefits in reducing the incidence of intoxicated persons in public places.	The Council has made the commitment to undertake this activity in the long term.	Liquor license fees are a charge for application received to serve alcohol. Penalties apply for licence infringements.	Not applicable.	25% general rate. 75% fees and charges, noting license fees are set by statute.	The Council has a statutory responsibility to provide this service. To the extent that costs are not covered by set licence fees, Council must meet the balance of the cost through general rates.
Animal Services	A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	Dog owners, as well as the community at large in terms of educational programmes and the ability to report dog issues and seek assistance.	The Council has made a commitment to undertake this activity for the long term.	The registration fees charged to owners of dogs are in effect a charge on a group of people whose actions require this service to be undertaken.	Not applicable.	10% general rates 90% fees and charges	The activity is funded from dog registration fees with a small of proportion funded by the capital value based general rate. It is important to ensure that fees are not set so high as to act as a disincentive to registration and compliance.
Building Services	A supportive city with caring communities and a great quality of life. A successful city with a diverse, innovative and productive economy. A sustainable city with healthy and treasured natural environments.	Applicants for building consents. There is an acknowledgement that there is benefit to the wider community in having consented buildings.	The Council has made a commitment to undertake this activity for the long term.	People who carry out unregulated building activity generate the need for the Council to prevent and reduce the negative effects of this activity.	Not applicable.	25% general rates 75% fees and charges	Building Consent Authority (BCA) work is funded by consent fees. Affordability is considered to ensure that costs do not act as a disincentive to compliance. Non BCA work is funded by general rates as a public service.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Enviro Health	A supportive city with caring communities and a great quality of life. A sustainable city with healthy and treasured natural environments.	Individual licensees benefit as holding a license allows them to trade. There are public health and safety benefits from licensing food premises, regulating industries (e.g. tattooists, beauticians, funeral homes, hairdressers) and responding to complaints in respect to noise and rubbish.	The Council has made the commitment to undertake this activity for the long term.	Licensees and other people who do not comply with any aspects of regulations are required to remedy the problem.	Not applicable.	65% general rates 35% fees and charges.	There is a significant community benefit from these activities from a health and safety perspective currently and in the longer term. User charges are applied to licensing and regulation activities, and the exacerbator pays principle applies for infringements.
Resource Consents	A compact city with a vibrant CBD and thriving suburban and rural centres. A successful city with a diverse, innovative and productive economy. A sustainable city with healthy and treasured natural environments	Applicants for resource consents benefit. The community benefits from monitoring and complaints investigations, to ensure that environmental and amenities standards are maintained.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	55% general rates 45% fees and charges.	Funding from fees and charges reflects the Council's decision for resource consent processing to be undertaken on a cost recovery basis. Compliance monitoring and complaint investigation is largely public good and is funded from the capital value based general rate.
Roading and Transport							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Parking Services - Enforcement	A connected city with a safe, accessible and low-carbon transport system. A compact city with a vibrant CBD and thriving suburban and rural centres.	Members of the community expect a well organised and policed parking system which will allow them to park once they arrive at their destination	The Council has made the commitment to undertake this activity in the long term.	Individual car owners seeking parking in the city close to businesses and retailers. Those abandoning vehicles.	Not applicable.	2% general rates 98% fees and charges	Those breaching parking regulations are identifiable, and are charged an enforcement fee that is set by statute. General rates are used for dealing with abandoned vehicles when necessary.
Parking Operations	A connected city with a safe, accessible and low-carbon transport system. A compact city with a vibrant CBD and thriving suburban and rural centres.	Those using the parking services benefit directly from the provision of parking.	The Council has made the commitment to undertake this activity in the long term.	Individual car owners seeking parking in the city close to businesses and retailers.	Not applicable.	100% fees and charges	Users of the services provided are readily identifiable and pay through parking meters and pay stations.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Transport	A connected city with a safe, accessible and low carbon transport system. A supportive city with caring communities and a great quality of life. A successful city with a diverse, innovative and productive economy. A compact city with a vibrant CBD and thriving suburban and rural centres. An active city with quality and accessible recreational spaces and opportunities A sustainable city with healthy and treasured natural environments.	The whole community benefits. All people use some form of transport.	Planning for future transportation needs is an ongoing task as our society evolves. The Roading network will be maintained indefinitely.	No actions or inactions have contributed to the need to undertake this activity.	NZTA Waka Kotahi ~~NZTA~~ subsidy. Development contributions to fund growth portion of capital expenditure. Debt to fund some capital expenditure.	75% general and targeted rates. 25% external funding.	This activity is a public good activity and will be funded by the capital value based general rate. Capital expenditure for some projects attract subsidy from NZTA Waka Kotahi ~~NZTA~~.
Waste Management and Minimisation							

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Kettle Park	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	There are public health and environmental benefits through the safe remediation of this former landfill.	Indefinitely	This former landfill requires remediation due to the hazard it presents through coastal erosion.	Not applicable.	100% general rates funding.	The remediation of this former landfill benefits all the community.
Landfills (Including Transfer Stations and closed landfills)	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Users of the landfills and transfer stations. There are public health and environmental benefits through the safe and appropriate disposal of rubbish, ongoing maintenance at closed landfills.	The Council has committed to undertake this activity for an ongoing period. Closed landfills are managed, monitored, and surveyed in excess of 20 years.	The users of landfills and transfer stations create the need for Council to provide these facilities. Closed landfills require after-care management.	Not applicable.	10% general rates 90% fees and charges.	Users are identifiable and so fees are charged to landfill and transfer station users. Fees paid are used to provide for aftercare on closed landfills. Monitoring of the Smooth Hill site is funded by general rates.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Refuse, Recycling and Litter	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	Domestic and commercial users of collections services. The community receives public health benefits through the minimisation of waste going to Landfill, and ensuring streets are kept clean with the provision of public street litter bins and clean up days.	Indefinitely.	Individuals and businesses create waste. The Waste Minimisation Act 2008 requires territorial authorities to minimise waste in their district.	Not applicable.	98% rates, being general rates for litter bins and clean up days, and targeted rates for recycling (kerbside) collection. 2% fees for the sale of recycled materials.	Users of the refuse and recycling services are readily identifiable, and so user charges and targeted rates pay for the costs of disposal. Public good services for litter bins and clean up days justify funding through capital value based general rates.
Waste Strategy (minimisation)	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	The community benefits from the Council's commitment to waste minimisation and providing education to the public.	Indefinitely.	The Waste Minimisation Act 2008 requires territorial authorities to minimise waste in their district.	Not applicable.	100% grant funding from the Ministry for the Environment's Waste Levy.	This activity is fully funded by the Ministry for the Environment through its waste levy.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Waste Support Services	A sustainable city with healthy and treasured natural environments. A supportive city with caring communities and a great quality of life.	The community benefits from the Council's commitment to waste management	Indefinitely	Individuals and businesses create waste. The Waste Minimisation Act 2008 requires territorial authorities to minimise waste in their district.	Not applicable	100% general rates funding.	The support provided to deliver the waste management services provides a public good, and is therefore funded through capital value based general rates.
Other							
City of Literature	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	The Dunedin community generally, with additional benefits accruing to writers, literary organisations, educational institutions, visitors, and local businesses	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	100% general rates	This activity is largely public good with limited scope for user charges. It will be funded primarily by the capital value based general rate.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
City Marketing	A successful city with a diverse, innovative and productive economy. A creative city with a rich and diverse arts and culture scene. A supportive city with caring communities and a great quality of life.	The city and the community benefits from work encouraging tourism and promotion of Dunedin.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates.	This activity is largely public good with no scope for user charges and will therefore be funded by the capital value based general rate.
Community Housing	A supportive city with caring communities and a great quality of life.	Tenants of the community housing benefit from the provision of affordable housing.	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.		
Community partnerships	A supportive city with caring communities and a great quality of life. A creative city with a rich and diverse arts and culture scene.	The community benefits through the provision of information, advice and assistance on matters relating to the community. Community groups that receive advice and assistance are identifiable.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	95% general rates 5% grants funding.	This activity is largely public good with limited scope for user charges and will therefore be funded primarily by the capital value based general rate. Council receives grant funding that contributes towards the cost of its Task Force Green activity.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Creative Partnerships (Ara Toi)	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy. A supportive city with caring communities and a great quality of life.	The wider community benefits through advice given to the arts and cultural sector.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	90% general rates. 10% grants funding from third parties for distribution to organisations in the creative arts sector.	This activity is public good and includes providing advice. It will be funded by the capital value based general rate.
Economic development	A successful city with a diverse, innovative and productive economy. A creative city with a rich and diverse arts and culture scene. A supportive city with caring communities and a great quality of life.	Businesses that contact the service benefit. The city and the community benefits from the economic growth and development activities undertaken.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	95% general rates. 5% external funding	This activity is largely public good with no scope for user charges and will therefore be funded by the capital value based general rate. Note: availability of external funding such as film permit fees varies from year to year.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
Events	A supportive city with caring communities and a great quality of life.	The whole community benefits from community events held. Stall holders at DCC run events benefit from holding the event.	This activity is ongoing.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	95% general rates 5% fees and charges	This activity is largely public good with limited scope for user charges. It will therefore be funded primarily by the capital value based general rate. Fees may be charged to stall holders at events held.
Housing Policy	A supportive city with caring communities and a great quality of life.	The whole community benefits from delivery of the Ōtepoti Dunedin Housing Plan.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% general rates	This activity is public good, with no scope for user charges, and therefore will be funded by the capital value based general rate.
Investment property	A supportive city with caring communities and a great quality of life. A compact city with a vibrant CBD and thriving suburban and rural centres.	Lessees of the investment properties benefit from this activity. The whole community benefits from the return on investment properties which are leased out at commercial rates	The Council has committed to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable	100% external revenue.	Tenants of the investment properties are charged rentals.

DRAFT

Activity	Community outcomes	Who benefits	Period of benefit	Actions or inactions	Separate funding	Funding sources	Rationale
iSite Visitors Centre	A successful city with a diverse, innovative and productive economy.	Businesses that receive bookings through I-Site directly benefit from the service provided. The whole city benefits through visitor spending in the city on accommodation, attractions, and associated retail spending.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.		
Olveston	A creative city with a rich and diverse arts and culture scene. A successful city with a diverse, innovative and productive economy.	Visitors to Olveston benefit. There is also a wider economic benefit to the Community through the heritage home as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term.	No actions or inactions have contributed to the need to undertake this activity.	Not applicable.	~~45~~55% general rates ~~55~~45% fees and charges	An entry fee and some charges apply. As the service delivers community benefits, general rate funding is also an appropriate funding source. User charges should not be set so high as to create a barrier to entry.

DRAFT

SIGNIFICANCE AND ENGAGEMENT POLICY REVIEW - LONG TERM PLAN 2027-37

Department: Corporate Policy and Civic

EXECUTIVE SUMMARY

1 This report updates Council on the review of the Significance and Engagement Policy (the Policy) undertaken as part of the Long Term Plan 2027-37 process and requests approval of the proposed changes. The revised Policy is provided as Attachment A, with tracked changes shown in Attachment B.

2 Every local council in Aotearoa New Zealand is required to have a Significance and Engagement Policy under the Local Government Act 2002 (LGA).

3 The Dunedin City Council (DCC) is responsible for making decisions on behalf of the city, and for engaging with the community on significant decisions. The role of the Policy is to guide DCC on assessing what are significant decisions and when and how it will engage the community in its decision-making relative to the significance of a decision.

4 The review of the Policy identified several opportunities for improvements relating to:

- Engagement with Māori.
- Consistency with newly introduced legislation on water services and local government.
- Readability and usability.

RECOMMENDATIONS

That the Council:

a) **Approves** the revised Significance and Engagement Policy, in principle, subject to consultation through the Long Term Plan 2027-37 consultation process.

BACKGROUND

5 The Policy is required by section 76AA of the LGA. It must set out:

- The general approach the council takes to determining the significance of a proposal or decision.
- The criteria and procedures used for determining significance.
- What the community can expect in terms of consultation and engagement on matters with different degrees of significance.

- The list of assets considered by the Council to be strategic assets.

- The significance and engagement approach that will apply to water services decisions and assets, recognising the separate water services planning and accountability framework established under the Local Government (Water Services) Act 2025.

6 Additionally, section 34 of the Local Government (Water Services) Act 2025 (LGWSA) requires a territorial authority to amend its significance and engagement policy to suit the authority's role as a water service provider.

7 Recent amendments to the LGA through the Local Government (System Improvements) Amendment Act 2026 reinforce the importance of councils focusing on core services and ensuring that infrastructure, public services and regulatory functions are delivered in a good quality and cost-effective manner.

8 DCC's current Policy was first adopted on 24 November 2014. Following enactment of the LGWSA, the Policy was added to in October 2025 to establish criteria for determining whether a proposed water services contract is a significant contract and clarify Council's "strategic water services assets". These additions were required to enable business as usual decisions for Council relating to contracts. Wider additions to the Policy because of the LGWSA are now included in the revised Policy at Attachment A.

DISCUSSION

9 The current Policy has been reviewed and remains fit for purpose as it provides a framework for assessing the significance of decisions and determining appropriate engagement approaches.

10 As set out below, legislative changes require amendments to the Policy to ensure continued compliance and alignment with Council's decision-making framework. This review has also provided an opportunity to improve clarity, align the Policy with Council's current strategic framework, and reflect established practice.

11 The most significant updates are detailed below.

Water services legislative changes

12 The current Policy does not address all wider matters required under the LGWSA. The proposed additions update the Policy to ensure compliance with the LGWSA. The LGWSA requires the Policy to:

a) identify Council's strategic water services assets (adopted by Council on 7 October 2025);

b) establish criteria for determining whether a proposed water services contract is a significant contract (adopted by Council on 7 October 2025);

c) establish criteria for determining whether a proposed joint water service provider arrangement is significant;

d) clarify how significant levels of service changes to water services will be assessed; and

e) clarify how Council will undertake engagement for decisions relating to water services where required under the LGWSA.

13 The proposed additions do not change Council's Water Services Delivery Plan, ownership of water assets, governance arrangements, charging, or future contractual decisions. They update the Policy to incorporate statutory requirements and ensure the appropriate decision-making and engagement processes apply when future decisions are made under the LGWSA.

14 The amendments also do not approve any changes to levels of service, joint water service provider arrangements, or decisions relating to strategic water services assets. Should any such matters arise, they will be considered by Council in accordance with the requirements of the LGWSA, the LGA and the amended Policy.

Purpose of local government

15 The Local Government (System Improvements) Amendment Act 2026 introduced a number of changes to the local government governance framework, including amendments to the statutory purpose of local government.

16 While these changes do not fundamentally alter the objectives of the Policy, amendments are proposed to ensure the Policy remains aligned with the current legislative framework.

Māori engagement

17 While the current Policy references Māori engagement, the review identified an opportunity to strengthen alignment with Council's Māori strategic framework Te Taki Haruru.

18 The proposed amendments include refinements to the engagement principles, the introduction of a specific significance criterion relating to impacts on mana whenua, and expanded guidance on engaging with mana whenua and Māori communities. These changes are intended to provide clearer direction to staff and elected members, support a more consistent approach to Māori engagement across Council decision-making processes, and better reflect Council's existing commitments, frameworks, and practices.

Readability and usability

19 The review identified an opportunity to improve the readability and usability of the Policy for elected members, staff, and the community.

20 To support this, a new "Policy at a Glance" summary is proposed. The summary provides a concise overview in one page of the Policy's purpose, significance criteria, engagement principles, and decision-making framework, making it easier for readers to understand the key components of the Policy without needing to navigate the full document.

Conclusion

21 Overall, the proposed amendments refine, rather than fundamentally alter, the Policy's existing approach. They ensure the Policy complies with legislative changes, better reflects Council's strategic direction, and improves the usability of the Policy. The amendments maintain the Policy's established approach to significance and engagement while providing greater clarity and guidance for its application.

OPTIONS

22 It is a statutory requirement for some changes to be made to the Significance and Engagement Policy. It is therefore not an option to not update the Significance and Engagement Policy. It is, however, an option to amend the proposed wording for any parts of the Significance and Engagement Policy that are not statutory requirements.

Option One –Approve the revised Significance and Engagement Policy

23 The Council approves the revised Significance and Engagement Policy, in principle, subject to consultation through the Long Term Plan 2027-37 consultation process.

Advantages

- Ensures the Policy remains aligned with current legislative requirements.
- Strengthens alignment with Te Taki Haruru – The Māori Strategic Framework.
- Improves the usability of the Policy.

Disadvantages

- There are no identified disadvantages.

Option Two – Amend the proposed changes to the Significance and Engagement Policy prior to it being included in the draft Long Term Plan 2027-37 for consultation

24 Under this option, Council may choose to amend any parts of the Significance and Engagement Policy that are not statutory requirements. Any advantages or disadvantages would depend on amendments proposed by Elected Members.

NEXT STEPS

25 If approved by Council, (with or without amendment) the revised Policy will be included as a supporting document in consultation on the draft Long Term Plan 2027-37.

Signatories

Author:	Alix de Blic - Senior Policy Analyst Janet Fraser - Corporate Planner
Authoriser:	Carolyn Allan - Chief Financial Officer

Attachments

	Title	Page
⇩A	Draft Significance and Engagement Policy (clean) - Long Term Plan 2027-37	154
⇩B	Draft Significance and Engagement Policy (tracked changes) - Long Term Plan 2027-37	173

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

This decision enables democratic local decision-making and action by, and on behalf of communities through the adoption of a framework that guides how Council assesses the significance of decisions and determines appropriate community engagement. The Policy supports Council in carrying out its role and responsibilities in a transparent, consistent, and accountable manner.

Fit with core services of Local Government

This decision relates to:

- ✓ Network infrastructure
- ☐ Public transport services
- ✓ Solid waste collection and disposal
- ✓ Waste minimisation
- ✓ Emergency management
- ✓ Libraries, museums and cultural facilities
- ✓ Parks, reserves and recreational facilities
- ☐ None of the above

The Policy supports Council's decision-making framework across all core services by promoting a consistent approach to decision-making and community engagement. Note that DCC does not provide public transport services.

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	☐	☐
Economic Development Strategy	✓	☐	☐
Environment Strategy	✓	☐	☐
Arts and Culture Strategy	✓	☐	☐
3 Waters Strategy	✓	☐	☐
Future Development Strategy	✓	☐	☐
Integrated Transport Strategy	✓	☐	☐
Parks and Recreation Strategy	✓	☐	☐
Other strategic projects/policies/plans	✓	☐	☐

The Policy supports Council's decision-making framework across all activities. It therefore supports the consideration and implementation of all Council strategies, plans, and policies by promoting a consistent approach to decision-making and community engagement.

Māori Impact Statement

The review identified an opportunity to strengthen alignment with Te Taki Haruru - The Māori Strategic Framework and improve guidance relating to engagement with mana whenua and Māori communities.

Legislative reforms

The review of the Significance and Engagement policy includes amendments specifically introduced to comply with recent Local Government legislative reforms.

Sustainability

The revised Policy references the Council's commitment toward sustainability and the Zero Carbon Plan.

LTP / Financial Strategy /Infrastructure Strategy/ Water Services Strategy
The Policy must be adopted as part of the 2027-37 Long Term Plan. The proposed amendments do not alter levels of service or performance measures.
Financial considerations
There are no direct financial implications.
Significance
This decision is considered low in terms of the Council's current Significance and Engagement Policy. The proposed amendments do not represent a significant change to Council's overall approach.
Engagement – external
No external engagement has been undertaken specifically for the review of the Policy. Community consultation on the proposed Policy will occur as part of the consultation process for the 2027-37 Long Term Plan.
Engagement - internal
The review was undertaken by Corporate Policy staff with input from Mana Ruruku and Legal Services.
Risks: Legal / Health and Safety etc.
The Policy includes changes to meet legislative requirements.
Conflict of Interest
No conflicts of interest have been identified.
Community Boards
There are no specific implications for Community Boards.

DRAFT

kaupapa here hirahira whakatūtaka
significance and engagement policy

WHY DO WE ENGAGE?

The Dunedin City Council (DCC) is responsible for making decisions on behalf of its many communities and aims to achieve a high level of community understanding and support for DCC activities.

Engagement provides an opportunity for the public to discuss their views on a decision or proposal being considered by the DCC. The community views expressed through an engagement process will be considered, along with other information, when decisions are made.

Engagement may not necessarily result in consensus. However, engagement should allow for an exchange and examination of information and points of view between affected and interested people and decision-makers before a decision is made. Engagement ensures that decisions are informed by the community's involvement.

Consultation vs Engagement

Consultation involves obtaining public feedback on proposals; it is one form of engagement. The DCC regularly consults communities through processes such as the long-term plan which determine DCC's strategic direction as well as how it sets budgets and prioritises projects. The DCC can also decide to consult at any time on a decision, where it considers that appropriate. For most decisions, there is no statutory requirement to consult the public.

Engagement is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision making.

The Significance and Engagement Policy (the policy) is required under section 76AA of the Local Government Act 2002 (LGA). It establishes a general approach for determining the significance of DCC decisions and sets out when and how the DCC will engage the community in its decision- making relative to the significance of the decision.

STRATEGIC ALIGNMENT

The DCC aims to engage meaningfully to implement the goals and strategic directions set up in the Strategic Framework.

In particular, the Policy aligns with the two key principles which underpin all of the strategies, and Council's decision-making in general:

- Sustainability, as implemented through policies and plans including the Zero Carbon Plan, Zero Carbon Policy, and Climate Adaptation Policy.
- Te Tiriti o Waitangi, implemented by Te Taki Haruru – The Māori Strategic Framework.



Figure 1 - DCC's Strategic Framework

PURPOSE

The DCC will consider community views when making decisions. This policy establishes a general approach for determining the significance of decisions and sets out when and how the DCC will engage the community in its decision-making relative to the significance of the decision.

In applying this Policy, the DCC will have regard to the purpose, role and principles of local government under the LGA, including the contribution made to communities by the core services identified in section 11 of the LGA.

The objectives of this policy are:

a. To establish a process for determining the significance of a decision.
b. To support public involvement in significant decision-making, which will ensure good decision- making.
c. To promote on-going engagement on DCC's activities and projects.
d. To build positive relationships with our partners, stakeholders and the wider community, encouraging co-operation, respect and mutual understanding of other points of view.
e. To ensure that the DCC meets all legislative requirements in terms of consultation and community engagement, including the requirements of section 76AA of the LGA.
f. To ensure significant decisions and engagement reflect DCC's commitment to Te Tiriti o Waitangi and fosters positive relationships with mana whenua and Māori.

PRINCIPLES OF ENGAGEMENT

The DCC will take a principle-based approach to its community engagement activities, in alignment with the International Association for Public Participation (IAP2) Core Values.

Principle 1: Engage effectively and openly

a. **Genuine**: We will engage honestly, and we will respect and listen to the views provided by the community with an open-mind and will give due consideration to them when making decisions.
b. **Timeliness**: We will engage with the community as early as appropriate and ensure that engagement processes are an integral part of project planning. We will allow enough time for participants to contribute meaningfully and for them to be able to raise unexpected issues.
c. **Purposeful**: We will be clear about the purpose of engagement and the ability and scope of the engagement to influence decisions.
d. **Informed**: We will provide clear, easy to understand and objective information relating to engagement and ensure it is readily available so that participants can make informed contributions. Where appropriate, information provided during engagement will outline alternative options, associated trade-offs, and significant assumptions or uncertainties.

Principle 2: Ensure appropriate delivery of engagement

a. **Recognition of diversity**: We will use engagement methods which are appropriate to the issue and those we are seeking to engage, having regard to their culture, age, ability and time availability.
b. **Inclusive and accessible**: We will engage in a way which encourages participation of all who are likely to be affected by, or are interested in, a decision.
c. **Cost-effective**: We will engage in a cost-effective manner, and resource engagement in proportion to the significance of the decision. We will ensure the least possible cost to all involved in the engagement (including the costs to the communities / affected parties).

Principle 3: Make provision for Māori to contribute to the decision-making processes actively and effectively

a. **Agreements acknowledged:** When engaging with Māori and mana whenua, the Manatū Whakaaetaka Relationship Agreement, Te Pae Māori Terms of Reference, and any future formal agreements between Council and mana whenua will be considered.
b. **Māori communities**: In addition to all other principles, we will engage with Māori in the city in a way that is reflective of tikaka and kawa.
c. **Kaitiakitaka:** Engagement will acknowledge the shared responsibility of mana whenua and enable a partnership approach to caring for the whenua.
d. **Mokopuna focused:** When deciding on engaging with Māori, the likely impact on present and future interests of mana whenua and Māori is considered.
e. **Te taiao:** DCC will recognise Māori cultural values and their relationship to land and water.

Principle 4: Consider the views, interests, needs and opinions expressed and report on their influence on the final decision

a. **Responsive**: We will be transparent about how we record, consider and respond to participants' contributions, and provide clear information on how the community's feedback has been taken into account in decision-making. Where appropriate, engagement outcomes will be publicly reported.

Principle 5: Consider the needs of future generations

a. **Long term implications**: We will consider the needs of the present without compromising the ability of future generations to meet their own needs, including through alignment with relevant strategies, policies and plans.

International Association for Public Participation (IAP2) Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

MĀORI ENGAGEMENT

In Te Taki Haruru – the Māori Strategic Framework for DCC – the value of Autūroa, referring to the concept and practice of mana and the longevity of ongoing influence and leadership in the community, relates to engagement and how we can effectively engage with Māori in Dunedin. Additionally, the value of Autakata, referring to the concept of whakapapa of mana whenua to the whenua of Ōtepoti, highlights why it is important to engage with mana whenua.

The implementation of Te Taki Haruru will provide avenues for DCC to engage with mana whenua and Māori, one of which is Tū Hono - the Māori Engagement Framework. Enabling DCC teams to assess the level of engagement required with mana whenua and mātāwaka Māori in Ōtepoti Dunedin.

Furthermore, Tū Kotahi - the Cultural Capability Framework will lift the ability and understanding of teams to engage with mana whenua and Māori communities of Ōtepoti Dunedin.

Finally, Te Pae Māori will provide a mana-to-mana forum in which Council, mana whenua and mātāwaka can discuss aspects of DCC's work programme that align with mana whenua priorities.

WHEN DO WE ENGAGE?

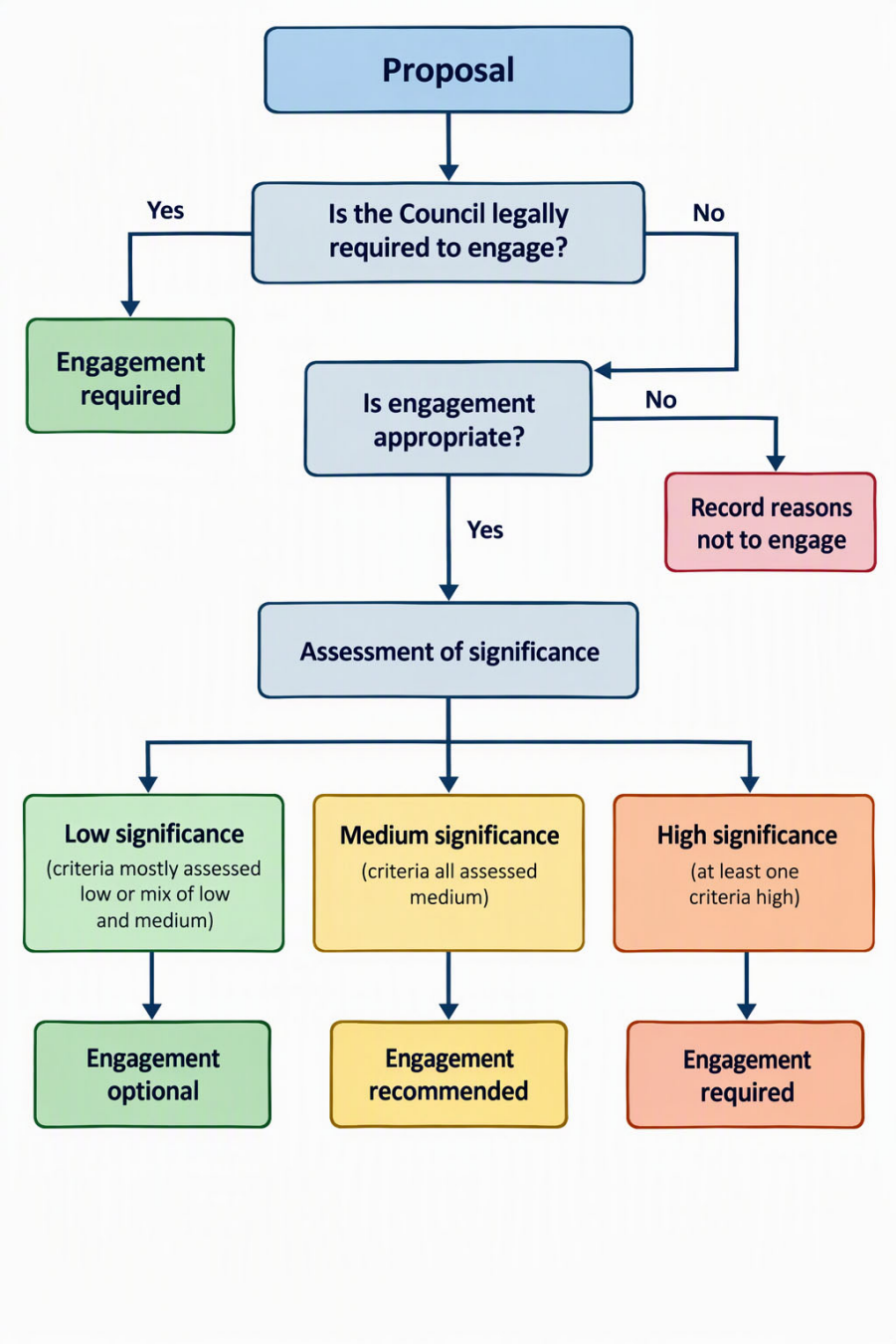
- Statutory Compliance: The LGA and other legislation require the DCC to consult with the community in a range of circumstances. The LGA also sets out principles to guide all consultation and prescribes specific consultative procedures, which must be followed in certain circumstances (refer to the 'How Do We Engage' section of this Policy). At a minimum, the Council will adhere to all legislative requirements.
- Significant proposals or decisions: The Council will determine the nature and form of the engagement in accordance with the significance of the particular decision. In general, the greater the significance of the decision, the more we will do to engage the community. A determination that a decision is significant does not, of itself, require the use of the special consultative procedure. The DCC will determine the appropriate form and extent of engagement having regard to the significance of the matter, the requirements of the LGA or other applicable legislation, community preferences about engagement, and the circumstances of the particular decision.
- As a matter of policy, the DCC will ordinarily undertake some form of engagement on a significant proposal or decision unless there are good reasons not to do so.
- Reasons not to engage: The Council acknowledges there are times when it is not necessary, appropriate or possible to engage the community on a proposal or decision. The Council may choose not to engage on a proposal or decision, but will only decide this in accordance with the criteria below:
  a. The proposal or decision is not of a nature or significance that requires engagement.
  b. The Council already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in, the proposal or decision.
  c. There is a need for confidentiality or commercial sensitivity.
  d. The costs of engagement outweigh the benefits of it.
  e. The proposal or decision has already been addressed by the Council's strategies, policies or plans, which have recently been consulted on.
  f. An immediate or quick response or decision is needed or it is not reasonably practicable to engage.
- Whenever the Council does not formally engage, community views will still be considered before a decision is made and as much information will be provided to the public as possible. Figure 2 provides a summary of the factors the Council will consider when deciding when to engage.
- Where legislation requires consultation or a particular decision-making procedure, the applicable statutory requirements will be followed.

Why do we engage with mana whenua and Māori?

- Statutory Compliance: There are several provisions throughout the Local Government Act 2002 (LGA) that require providing opportunities to Māori to participate in the decision-making process of local government. This participation can look different depending on the kaupapa, where engagement is one of those options. Sections that require local government to provide these opportunities to Māori include:

a. Section 4 – to help with the Crown's obligation to the Treaty of Waitangi, local government "… maintain and improve opportunities for Māori to contribute to local government decision-making processes…" and how to do so are further noted in Part 2 and 6 of the Act.
b. Section 14(1)(d) – explicitly states that "a local authority should provide opportunities for Māori to contribute to its decision-making processes:"
c. Section 77(1)(c) – if a significant decision relates to whenua or a body of water, the Council must "take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, [wāhi] tapu, valued flora and fauna, and other taonga.
d. Section 81(1)(a) - explicitly states ways in which local government can ensure contributions to decision-making processes by Māori, including that local authorities must:
    - "consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority…" (s 81(1)(b)), and
    - "provide relevant information to Māori…" (s 81(1)(c)).
e. Section 82(2) – states that Council must have processes in place for conducting consultation with Māori.

- Relationship with partners: The Council has made significant progress in the last four years in increasing and strengthening its relationship with mana whenua. Kaupapa such as the Manatū Whakaaetaka Relationship Agreement, implementing Te Taki Haruru, and Te Pae Māori becoming a Council committee, in culmination, recognise the partnership Council has with mana whenua. Engagement with mana whenua (and Māori), and kā rūnaka owned entities keeps the partnership strong.


Proposal
Is the Council legally required to engage?
Yes
No
Engagement required
Is engagement appropriate?
No
Record reasons not to engage
Yes
Assessment of significance
Low significance
(criteria mostly assessed low or mix of low and medium)
Medium significance
(criteria all assessed medium)
High significance
(at least one criteria high)
Engagement optional
Engagement recommended
Engagement required

Significance

Significance means the degree of importance of an issue, proposal, decision, or matter, as assessed by the DCC, in terms of its likely impact on, and likely consequences for:

- Dunedin as a whole.
- Mana whenua, as partners of Council.
- The parties and communities who are likely to be particularly affected or interested in the issue, proposal, decision or matter.
- The provision of infrastructure, public services and regulatory functions, including core services in section 11A of the LGA.
- DCC's finances, rates, debt, assets, capacity and capability.
- DCCs ability to perform is statutory role and function.

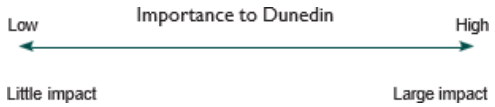
In considering DCC's strategic commitment to sustainability and the Treaty of Waitangi, climate change (including mitigation/emissions reduction, risk mitigation, resilience and adaptation) and Te Taki Haruru should be treated as overarching considerations that impact all areas of work at DCC.

DCC staff and elected members will be responsible for assessing the significance of a potential decision, in accordance with legislation and this Policy. Except as provided in the 'Water Services' section of this Policy, when determining the significance of an issue, proposal, decision or other matter the criteria in the section below will be considered.

Criteria for Significance

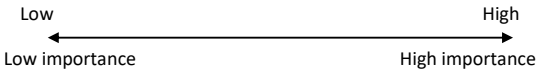
The DCC has identified criteria to assess the degree of significance. The significance of an issue, proposal or decision lies somewhere on a continuum from low to high. Where the significance of a proposal or decision is unclear against one criterion, then the DCC will treat that criterion as being more, rather than less significant. If any of the following criteria are met, the proposal or decision may be 'significant'. However, the criteria should be considered collectively to get to this point.

- **Importance to Dunedin**: The extent to which the matter impacts on DCC area, now and in the future. Factors to be considered include:
  a. The effect on existing levels of service provided by the DCC for significant activities (including a decision to begin or cease a significant activity).
  b. The likely effect on the social, economic and cultural interests of people, communities, including the long term implications for current and future communities.
  c. The scale and significance of any environmental or climate-related effects or consequences of the decision.
  d. The extent to which the decision affects the provision, affordability, quality, resilience or continuity of core services identified in section 11A of the LGA, including network infrastructure, public transport services, waste management and minimisation, emergency management, libraries, museums, reserves and other community and recreational facilities.
  e. The opportunity costs, the level of risk and how difficult it would be to reverse the effects of the decision.

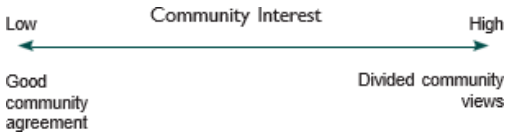


- **Importance to mana whenua:** The extent in which mana whenua (and Māori) would either be impacted by the decision, or, the level of interest mana whenua have in the decision being made in relation to their priorities. Factors to be considered include:
  a. The decision involves specific wāhi mentioned under the Ngāi Tahu Claims Settlement Act 1998 within Ōtepoti Dunedin boundary.
  b. The decision pertains to an impact on whenua or waterways within Ōtepoti Dunedin.
  c. If the decision aligns with the mana whenua priorities, as outlined by Te Pae Māori.
  d. The decision is regarding a public project or involves a public facility (e.g., pools, libraries, sports grounds).

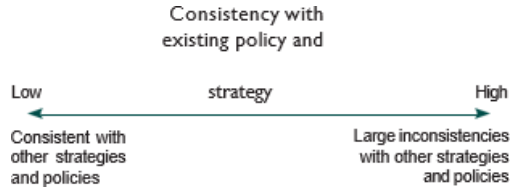
Importance to mana whenua



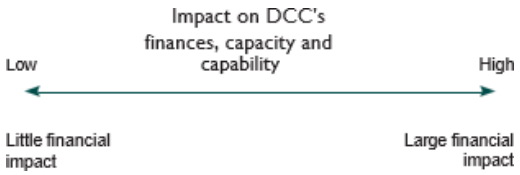
- **Community interest**: The extent to which individuals, organisations, businesses, groups, communities and sectors within the community are particularly affected by, or are interested in, the matter. Factors to be considered include:
  a. The number of individuals, organisations, businesses, groups, communities and sectors within the community that are affected.
  b. The extent of the impact on affected individuals, organisations, businesses, groups, communities and sectors within the community.
  c. The level of public interest, or the potential to generate interest or controversy.
  d. The extent to which community opinion is divided on the matter.



- **Consistency with existing policy and strategy**: the extent to which the matter is consistent with the DCC's community outcomes, Strategic Framework and policies (refer to Schedule 1). Factors to be considered include:
  a. The extent to which the decision is consistent with the DCC's community outcomes, Strategic Framework priorities and policies.
  b. The extent to which the decision is consistent with previous DCC decisions.



- **Impact on DCC's finances, capacity and capability**: The impact of the decision on the ability to achieve the objectives set out in the DCC's Long Term Plan and Financial Strategy. Factors to be considered include:
  a. Transfers of strategic assets to or from the DCC (refer to the 'Strategic Assets' section of this Policy).
  b. The financial cost of the decision, in the short, medium and long term.
  c. The extent of the impact on rates and/or debt (including cumulative effects).
  d. The extent to which the decision is consistent with the Financial Strategy.
  e. The impact on the DCC's capacity and capability to perform its statutory role and functions, including the provision of infrastructure, public services and regulatory functions and the core services identified in section 11A of the LGA.
  f. The opportunity to improve cost-efficiency or reduce future costs.



Applying the significance criteria

The significance criteria are to be considered collectively, in the context of the particular proposal or decision. No single criterion is determinative. However, a proposal or decision may be significant where its impact under one criterion is of sufficient scale or consequence.

Assessing significance requires judgement and should be proportionate to the nature and circumstances of the proposal or decision. The assessment should be reconsidered if further information becomes available, or if the proposal or its likely consequences materially change.

The degree of significance will inform the nature and extent of community engagement, but does not, by itself, determine the form of engagement or consultation required. Any specific statutory requirements for consultation or decision-making continue to apply.

Strategic assets

Some assets or groups of assets are considered strategically important to achieve and promote the current or future interests of the community and the priorities of the Strategic Framework. For the purposes of section 76AA(3) LGA, the DCC has identified the assets and groups of assets listed in schedule 1 as strategic assets..

In general, the DCC will, at a minimum, engage the community using the special consultative procedure (as described in the 'How Do We Engage' section of this Policy) on any significant changes to the DCC's ownership or control of strategic assets and any decisions to construct, replace or sell strategic assets.

Note: the section of this Policy called 'Water Services' applies to the DCC's 'strategic water services assets'.

Materiality and the Annual Plan

A local authority is required to prepare and adopt an Annual Plan for each financial year. Consultation on a proposed Annual Plan is only required if there are significant or material differences from the content of the Long Term Plan for the financial year concerned (Sections 95 and 95A of the LGA). However, the DCC can still choose to engage with the community on its plans if it wishes to do so.

Section 95A(5) of the LGA defines materiality: "For the purposes of this section a difference, variation or departure is material if it could in its own right, or in conjunction with other differences, influence the decisions or assessments of those reading or responding to the proposed Annual Plan."

When assessing materiality, the key questions to consider are:

- Would this project/proposal cause a reasonable person to change their view of the affordability of the plan or of the service levels being provided?
- Would this project/proposal cause a reasonable person to want to/not want to provide feedback on the proposal?

Materiality in this context is not the same as the concept commonly used in financial reporting and cannot always be reduced to a dollar value.

HOW DO WE ENGAGE?

Level of Engagement

The DCC will determine which engagement tools, activities or processes to use based on the individuals, organisations, businesses, groups, communities and sectors within the community that are affected by, or interested in the proposal; and the extent of that interest/impact.

In the first instance, DCC staff will be responsible for assessing the appropriateness of engagement activities for each proposal or decision at the project planning stage. The DCC will be flexible in its engagement approach and be responsive to new ideas. Reports to the Council and its Committees will outline a proposed engagement plan, to be approved by the Council or Committee.

The DCC recognises that differing levels of engagement tools, activities or processes may be required during the various stages of decision-making on an issue and for different stakeholders.

Figure 3 is based on the International Association of Public Participation (IAP2) spectrum of engagement and sets out some engagement activities. It describes when these activities may be appropriate for particular kinds of decisions and when the community can expect to be involved in the decision-making. However, this does not commit the DCC to using specific tools or activities in any specific circumstance.

Engagement concerning local issues

Some local issues will be considered highly significant for particular communities. In these cases, the DCC will engage with affected communities directly. The DCC will take a flexible approach on how it engages with the community on local issues according to the community's preferences for engagement. This approach will often involve DCC staff, Councillors and, where relevant, Community Boards.

Engagement may occur early in the development of options before a preferred option has been identified.

Level	Inform	Consult	Involve	Collaborate	Empower
Goal of engagement	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions.	To obtain public feedback on analysis, alternatives or decisions.	To work directly with the public throughout the process to ensure that public concerns are constantly understood and considered.	To partner with the community and stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public.
Examples of issues, decisions or matters where this engagement might be appropriate	Temporary road closure District Plan monitoring reports Council reports	Long Term Plan consultation Dog Control Bylaw	Review of the Community Grants Policy Revitalisation of an area (e.g. Warehouse Precinct)	Development of a Strategy (e.g. Economic Development Strategy) Upgrade of playgrounds	Triennial council election
Engagement activities the DCC might use – both in person and/or online	Public notice Letter drop Media release Discussion paper DCC website Multilingual radio FYI story Dynamic Social media Animated videos Augmented reality	Exhibition Expo Public hearing Survey Special consultative procedure People's Panel Roadshow 'Graffiti' suggestion wall Social media	Community Board meeting Hui a iwi / public meeting Working party Workshops Focus group Drop-in sessions Social media	Multi stakeholder process Advisory group Round table meeting Market pop-ups World cafe	Referendum Citizen juries Participatory budgeting
When the community can expect to be involved in the decision- making	The DCC will advise the community when a decision has been made.	The DCC will advise the community when a draft decision has been made and will provide the community with an opportunity to participate and respond before a final decision is made.	The DCC will provide the community with opportunities to be involved throughout the decision-making process, before a final decision is made.	The DCC will provide the community with opportunities to be involved throughout the decision-making process, including when the options are being considered before a final decision is made.	The DCC will provide the community with the power to make the final decision.
When mana whenua can expect to be involved in the decision-making	The level of engagement for decision-making at these levels will depend on the alignment of the decision to Te Taki Haruru. Mana Ruruku will be able to support teams at DCC with what level of engagement is most appropriate.			Decisions that align with the Te Pae Māori mana whenua priorities, particularly specific projects noted.	Decisions that impact Māori land and/or ownership of that land.

Figure 3: Types of Engagement Activities (inspired by the IAP2 spectrum of engagement)

Engagement linked to day-to-day DCC business

DCC staff, in consultation with the relevant Councillors and Community Boards, will identify and manage community engagement activities associated with the organisation's usual work and projects. The responsible department will establish the most appropriate engagement activities at the project planning stage. The department will then be responsible for providing information to the community on the issue and facilitating the community involvement.

Ongoing engagement activities:

The DCC recognises that engagement is not a one-off activity, and uses a number of initiatives regularly to engage with the community. Such activities enable early engagement on issues, and include:

a. Advisory and stakeholder groups – The Council establishes advisory and stakeholder groups to engage with individuals, organisations, businesses, groups, communities and sectors within the community. These advisory and stakeholder groups may be ongoing or established for a particular timeframe. All advisory and stakeholder groups will be established by a Council resolution, have specific terms of reference and regularly report to a relevant Council Committee.
b. Community Boards – The Council partners with Community Boards, which provide advice on matters affecting their communities and advocate for the interests of their communities. Community Boards may also make submissions to the DCC and other organisations on matters affecting their areas.
c. Partnerships – The DCC facilitates a range of partnerships and networks between all levels of government, business and community organisations, including informal engagement with staff and key stakeholders.
d. Place-based approach - The DCC works with a number of specific communities and neighbourhoods to set priorities in their area, improve the co- ordination of services being delivered within their area and enable consideration of all issues relating to their area.
e. Online engagement – The DCC uses digital tools for engaging with the community, such as the People's Panel, social media and the DCC's website.

Special Consultative Procedure:

The DCC will engage with the community using the special consultative procedure when required by legislation, and when it is the most effective engagement tool for a particular proposal or decision. The special consultative procedure is outlined in section 83 of the LGA, and is summarised below.

a. The DCC will prepare and the Council will adopt a written statement of proposal, and if relevant, a summary of that proposal, which will: clearly identify what the proposal is and the reasons for it; and provide an analysis of feasible options.
b. The DCC will provide an opportunity for people to give feedback on the matter and will: ensure the summary and statement of proposal is widely available; enable interaction between the community and the Council, or its representatives; provide an opportunity for people to present their views to the Council; and provide at least one month for feedback.

Water Services

DCC is a water service provider for water supply, stormwater and wastewater services under the Local Government (Water Services) Act 2025 (LGWSA). This section amends and supplements this Policy to suit DCC's role as a water service provider for the purposes of section 34 of the LGWSA.

Water services are defined in section 4 of the LGWSA to mean any or all of the following: water supply services, stormwater services and wastewater services.

Criteria for "significant contracts"

This section of the Policy applies if the DCC is considering whether a proposed water services contract is a "significant contract" under section 24 of the LGWSA. The DCC will determine whether a water services contract is a "significant contract" by using the "criteria for significant contracts" (as set out below) rather than the general criteria set out earlier in this Policy under the heading "Criteria for Significance".

The DCC will determine whether a water services contract is a "significant contract" under section 24 of the LGWSA by using the following criteria:

a. Whether the proposed water services contract is of high value relative to the revenue that the DCC receives from providing the water service to which the contract relates; and
b. Whether the proposed water services contract will create a public-private partnership (as defined in section 23 of the LGWSA); and
c. Whether the proposed water services contract will have a significant adverse effect on DCC's ability to meet its obligations under the LGWSA; and
d. Whether the proposed water services contract will be for a period that is longer than 15 years; and
e. Whether the proposed water services contract involves any significant changes to the DCC's ownership or control of strategic water services assets (as defined in section 4 of the LGWSA and under this Policy).

If the answer to each of the above questions in (a) to (e) above is "no" then the proposed water services contract will not be deemed to be a "significant contract".

Subject to the following paragraph, if the answer to any of the above questions is "yes" then the proposed water services contract will be deemed to be a "significant contract".

If the answer to question (a) above is "yes", then Council will consider whether funds are budgeted for the proposed water services contract in a long-term plan, annual plan, water services strategy or water services annual budget. If funds are budgeted in a long-term plan, annual plan, water services strategy or water services annual budget, then the answer to question (a) will be treated as "no". This means that the proposed water services contract will not be deemed to be a "significant contract" if the answers to questions (b), (c), (d) and (e) are also "no".

Where a proposed water services contract is considered a "significant contract" then engagement will be in accordance with all statutory requirements, including those set out in the LGWSA.

Strategic water services assets

Under the LGWSA, a "strategic water services asset" is defined as meaning water services infrastructure or another asset or group of assets without which the provider is unable (i) to meet its regulatory requirements; or (ii) to maintain its capacity to achieve the outcomes set out in its water services strategy; and includes an asset or a group of assets listed as strategic water services assets in the provider's significance and engagement policy. These are set out in Schedule 2.

The DCC will, at a minimum, engage the community in accordance with the requirements set out in the LGWSA and/or LGA (as applicable) when considering transferring ownership or control of a strategic water services asset or receiving a transfer of ownership or control of a strategic water services asset.

Significant Joint Water Service Provider Arrangements

This section applies if DCC is considering whether to enter a joint water service provider arrangement under section 26 of the LGWSA.

Any proposed joint water service provider arrangement will be assessed under the general significance criteria set out under 'Criteria for Significance' above.

In addition to the general 'Criteria for Significance' set out above, DCC will also consider:

a. The scale and duration of the arrangement;
b. The number and type of water services affected;
c. The extent to which decision-making, operational control, assets, staff, revenue, debt, risk or regulatory responsibility would be shared or affected;
d. The likely effect on levels of service, charges, rates, debt and funding arrangements;
e. Whether the arrangement is consistent with DCC's water services strategy; and
f. The likely effect on DCC's ability to meet its obligations under the LGWSA.

If a proposed joint water service provider arrangement is determined to be significant under those criteria, it will be deemed to be a significant joint water service provider arrangement for the purposes of section 26 of the LGWSA.

Significant Level of Service Changes for Water Services

This section applies if DCC is considering making a level of service change in relation to any water service.

Any proposed level of service change in relation to a water service will be assessed under the general significance criteria set out under 'Criteria for Significance' above. If a proposed level of service change is determined to be significant under those criteria, it will be deemed to be a significant level of service change for the purpose of section 28 of the LGWSA.

A proposal to make a significant level of service change will be treated as a matter requiring the LGWSA consultation pathway unless the LGWSA provides otherwise.

Engagement on Water Services Decisions

Where DCC is considering any of the following, DCC will engage with the community in accordance with this Policy, sections 31 to 33 of the LGWSA, and the LGA (as applicable):

a. A change proposal as defined under section 27 of the LGWSA (Structural Changes);
b. The further matters identified under section 28 of the LGWSA (Strategic Water Services Assets); or
c. A further significant amendment to a change proposal following consultation (section 31(1)(b)(i) of the LGWSA).

All other decisions regarding water services will be assessed against the criteria listed under 'Criteria for Significance' above and engaged on under this Policy according to that assessment, unless otherwise set out under this Policy or legislation.

REVIEW

This Policy will be reviewed at least once every three years, and within 12 months following each triennial election.

SCHEDULE 1: STRATEGIC COUNCIL-OWNED ASSETS

Strategic assets are those considered by the DCC to be strategically important to achieve and promote the current or future well-being of the community and the priorities of the Strategic Framework. Currently the DCC's strategic assets are:

Aquatic Facilities

Cemeteries

Community housing

Dunedin Botanic Garden

Dunedin Centre, Town Hall and Municipal Chambers

Dunedin Chinese Garden

Dunedin Public Art Gallery and collections

Dunedin Public Libraries and collections

Dunedin Railway Station

Edgar Centre

Forsyth Barr Stadium

Hereweka Harbour Cone

Logan Park

Olveston House and collections

Parks, recreation and open space network

Regent Theatre

Shares in Dunedin International Airport Limited

Dunedin City Holdings Limited

The Town Belt

Toitū Otago Settlers Museum and collections

Transportation Network

Waste management facilities

Notes:

- The DCC may consider any other asset or group of assets as being 'significant' by using the criteria of significance in this Policy.
- Where a strategic asset is a network or has many components, decisions can be made on individual components within the network without it being regarded as significant, unless that component substantially affects the level of service provided to the community.

- Decisions can be made to physically alter strategic assets that are required to prevent an immediate hazardous situation arising, or repair an asset due to damage from an emergency or unforeseen situation.
- As agreed by the Council, in the case of Council Controlled Organisations (CCO), decisions relating to the management, acquisition or divestment of assets are taken by the independent board of the CCOs under the Statement of Intent.

SCHEDULE 2: STRATEGIC WATER SERVICES ASSETS

Strategic water services assets are defined in the LGWSA as water services infrastructure or another asset or group of assets without which the provider is unable (i) to meet its regulatory requirements; or (ii) to maintain its capacity to achieve the outcomes set out in its water services strategy; and includes an asset or group of assets listed as strategic water services assets in the provider's significance and engagement policy. Currently the DCC's strategic water services assets include:

Stormwater collection and disposal system

Wastewater collection, treatment and disposal system

Water collection, storage, treatment and distribution system.

Notes:

- The DCC may consider any other asset or group of assets as being 'significant' by using the criteria of significance in this Policy.
- Where a strategic water services asset is a network or has many components, decisions can be made on individual components within the network without it being regarded as significant, unless that component (i) substantially affects the level of service provided to the community; or (ii) otherwise affect's DCC's ability to meet the requirements set out in the LGWSA.
- Decisions can be made to physically alter strategic water services assets that are required to prevent an immediate hazardous situation arising or repair an asset due to damage from an emergency or unforeseen situation.

DRAFT

Significance and Engagement Policy

AT A GLANCE

Why does DCC engage?	To ensure community views help inform decisions that affect Ōtepoti Dunedin and its communities. Community feedback is considered alongside technical, financial, legal, environmental and strategic information.
What is significance?	A proposal may be considered significant based on the criteria for significance, being the importance to Dunedin, the importance to mana whenua, the community interest, the level of consistency with existing policy and strategy, the impact on DCC's finances, capacity and capability.
When will DCC engage?	Formal consultation will be undertaken where required by legislation or where the DCC considers it appropriate based on the consideration in this policy.
How will DCC engage?	• **Inform:** Share information • **Consult:** Seek feedback • **Involve:** Work directly with people • **Collaborate:** Develop solutions together • **Empower:** Final decision made by the community.
What information will be provided?	Clear, timely and accessible information. Where appropriate this may include options, trade-offs, costs, benefits, risks, uncertainties and key assumptions.
How is feedback used?	Feedback is considered alongside technical, financial, legal, environmental and strategic requirements. Where appropriate, DCC will explain how feedback influenced the final decision.
How does DCC engage with Māori?	DCC is committed to Te Tiriti o Waitangi and meaningful engagement through Te Taki Haruru, Tū Hono, Tū Kotahi and Te Pae Māori.
What about Water Services?	Additional statutory requirements apply to certain decisions relating to drinking water, wastewater, and stormwater.

DRAFT

kaupapa here hirahira whakatūtaka
significance and engagement policy

WHY DO WE ENGAGE?

The Dunedin City Council (DCC) is responsible for making decisions on behalf of its many communities and aims to achieve a high level of community understanding and support for DCC activities.

Engagement provides an opportunity for the public to discuss their views on a decision or proposal being considered by the DCC. The community views expressed through an engagement process will be considered, along with other information, when decisions are made.

Engagement may not necessarily result in consensus. However, engagement should allow for an exchange and examination of information and points of view between affected and interested people and decision-makers before a decision is made. Engagement ensures that decisions are informed by the community's involvement.

Consultation vs Engagement

Consultation involves obtaining public feedback on proposals; it is one form of engagement. The DCC regularly consults communities through processes such as the long-term plan which determine DCC's strategic direction as well as how it sets budgets and prioritises projects. The DCC can also decide to consult at any time on a decision, where it considers that appropriate. For most decisions, there is no statutory requirement to consult the public.

Engagement is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision making.

The Significance and Engagement Policy (the policy) is required under section 76AA of the Local Government ~~Action~~Act 2002 (LGA). It establishes a general approach for determining the significance of DCC decisions and sets out when and how the DCC will engage the community in its decision- making relative to the significance of the decision.

STRATEGIC ALIGNMENT

The DCC aims to engage meaningfully to implement the goals and strategic directions set up in the Strategic Framework.

In particular, the Policy aligns with the ~~commitment toward~~two key principles which underpin all of the strategies, and Council's decision-making in general:

- Sustainability, as implemented ~~by~~through policies and plans including the Zero Carbon Plan, Zero Carbon Policy, and Climate Adaptation Policy.
- ~~The Treaty of~~Te Tiriti o Waitangi, implemented by Te Taki Haruru – The Māori Strategic Framework.



Figure 1 DCC's Strategic Framework

PURPOSE

The DCC will consider community views when making decisions. This policy establishes a general approach for determining the significance of decisions and sets out when and how the DCC will engage the community in its decision-making relative to the significance of the decision.

In applying this Policy, the DCC will have regard to the purpose, role and principles of local government under the LGA, including the contribution made to communities by the core services identified in section 11 of the LGA.

The objectives of this policy are:

a. To establish a process for determining the significance of a decision.
b. To support public involvement in significant decision-making, which will ensure good decision- making.
c. To promote on-going engagement on DCC's activities and projects.
d. To build positive relationships with our partners, stakeholders and the wider community, encouraging co-operation, respect and mutual understanding of other points of view.
e. To ensure that the DCC meets all legislative requirements in terms of consultation and community engagement, including the requirements of section 76AA of the LGA.
f. To ensure significant decisions and engagement reflect DCC's commitment to Te Tiriti o Waitangi and fosters positive relationships with mana whenua and Māori.

PRINCIPLES OF ENGAGEMENT

The DCC will take a principle-based approach to its community engagement activities, in alignment with the International Association for Public Participation (IAP2) Core Values.

Principle 1: Engage effectively and openly

a. **Genuine**: We will engage honestly, and we will respect and listen to the views provided by the community with an open-mind and will give due consideration to them when making decisions.
b. **Timeliness**: We will engage with the community as early as appropriate and ensure that engagement processes are an integral part of project planning. We will allow enough time for participants to contribute meaningfully and for them to be able to raise unexpected issues.
c. **Purposeful**: We will be clear about the purpose of engagement and the ability and scope of the engagement to influence decisions.
d. **Informed**: We will provide clear, easy to understand and objective information relating to engagement and ensure it is readily available so that participants can make informed contributions. Where appropriate, information provided during engagement will outline alternative options, associated trade-offs, and significant assumptions or uncertainties.

Principle 2: Ensure appropriate delivery of engagement

a. **Recognition of diversity**: We will use engagement methods which are appropriate to the issue and those we are seeking to engage, having regard to their culture, age, ability and time availability.
b. **Inclusive and accessible**: We will engage in a way which encourages participation of all who are likely to be affected by, or are interested in, a decision.
c. **Cost-effective**: We will engage in a cost-effective manner, and resource engagement in proportion to the significance of the decision. We will ensure the least possible cost to all involved in the engagement (including the costs to the communities / affected parties).

Principle 3: Make provision for Māori to contribute to the decision-making processes actively and effectively

a. ~~**Engagement with Māori**~~**Agreements acknowledged:** When engaging with Māori and mana whenua, the Manatū Whakaaetaka Relationship Agreement, Te Pae Māori Terms of Reference, and any future formal agreements between Council and mana whenua will be considered.

~~a.~~b. **Māori communities**: In addition to all other principles, we will engage with Māori in the city in a way that is reflective of tikaka and kawa.

c. **Kaitiakitaka:** Engagement will acknowledge the shared responsibility of mana whenua and enable a partnership approach to caring for the whenua.

d. **Mokopuna focused:** When deciding on engaging with Māori, the likely impact on present and future interests of mana whenua and Māori is considered.

e. **Te taiao:** DCC will recognise Māori cultural values and their relationship to land and water.

Principle 4: Consider the views, interests, needs and opinions expressed and report on their influence on the final decision

a. **Responsive**: We will be transparent about how we record, consider and respond to participants' contributions, and provide clear information on how the community's feedback has been taken into account in decision making. Where appropriate, engagement outcomes will be publicly reported.

Principle 5: Consider the needs of future generations

a. ~~**Sustainable**~~**Long term implications**: We will consider the needs of the present without compromising the ability of future generations to meet their own needs, including through alignment with relevant strategies, policies and plans.

International Association for Public Participation (IAP2) Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

MĀORI ENGAGEMENT

In Te Taki Haruru – the Māori Strategic Framework for DCC – the value of Autūroa, referring to the concept and practice of mana and the longevity of ongoing influence and leadership in the community, relates to engagement and how we can effectively engage with Māori in Dunedin. Additionally, the value of Autakata, referring to the concept of whakapapa of mana whenua to the whenua of Ōtepoti, highlights why it is important to engage with mana whenua.

The implementation of Te Taki Haruru will provide avenues for DCC to engage with mana whenua and Māori, one of which is Tū Hono - the Māori Engagement Framework. Enabling DCC teams to assess the level of engagement required with mana whenua and mātāwaka Māori in Ōtepoti Dunedin.

Furthermore, Tū Kotahi - the Cultural Capability Framework will lift the ability and understanding of teams to engage with mana whenua and Māori communities of Ōtepoti Dunedin.

Finally, Te Pae Māori will provide a mana-to-mana forum in which Council, mana whenua and mātāwaka ~~are able to collaborate in decision-making~~can discuss aspects of DCC's work programme that align with mana whenua priorities.

WHEN DO WE ENGAGE?

- Statutory Compliance: The LGA and other legislation require the DCC to consult with the community in a range of circumstances. The LGA ~~has~~ also sets out principles to guide all consultation and prescribes specific consultative procedures, which must be followed in certain circumstances (refer to the 'How Do We Engage' section of this Policy). At a minimum, the Council will adhere to all legislative requirements.
- Significant proposals or decisions: The Council will determine the nature and form of the engagement in accordance with the significance of the particular decision. In general, the greater the significance of the decision, the more we will do to engage the community. A ~~'significant'~~determination that a decision ~~will~~ is significant does not ~~automatically~~, of itself, require the use of the special consultative procedure ~~but will require some method~~. The DCC will determine the appropriate form and extent of engagement ~~unless there are good reasons not~~having regard to ~~engage~~the significance of the matter, the requirements of the LGA or other applicable legislation, community preferences about engagement, and the circumstances of the particular decision.
- As a matter of policy, the DCC will ordinarily undertake some form of engagement on a significant proposal or decision unless there are good reasons not to do so.
- Reasons not to engage: The Council acknowledges there are times when it is not necessary, appropriate or possible to engage the community on a proposal or decision. The Council may choose not to engage on a proposal or decision, but will only decide this in accordance with the criteria below:
  a. The proposal or decision is not of a nature or significance that requires engagement.
  b. The Council already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in, the proposal or decision.
  c. There is a need for confidentiality or commercial sensitivity.
  d. The costs of engagement outweigh the benefits of it.
  e. The proposal or decision has already been addressed by the Council's strategies, policies or plans, which have recently been consulted on.
  f. An immediate or quick response or decision is needed or it is not reasonably practicable to engage.
- Whenever the Council does not formally engage, community views will still be considered before a decision is made and as much information will be provided to the public as possible. Figure 2 provides a summary of the factors the Council will consider when deciding when to engage.
- Where legislation requires consultation or a particular decision-making procedure, the applicable statutory requirements will be followed.

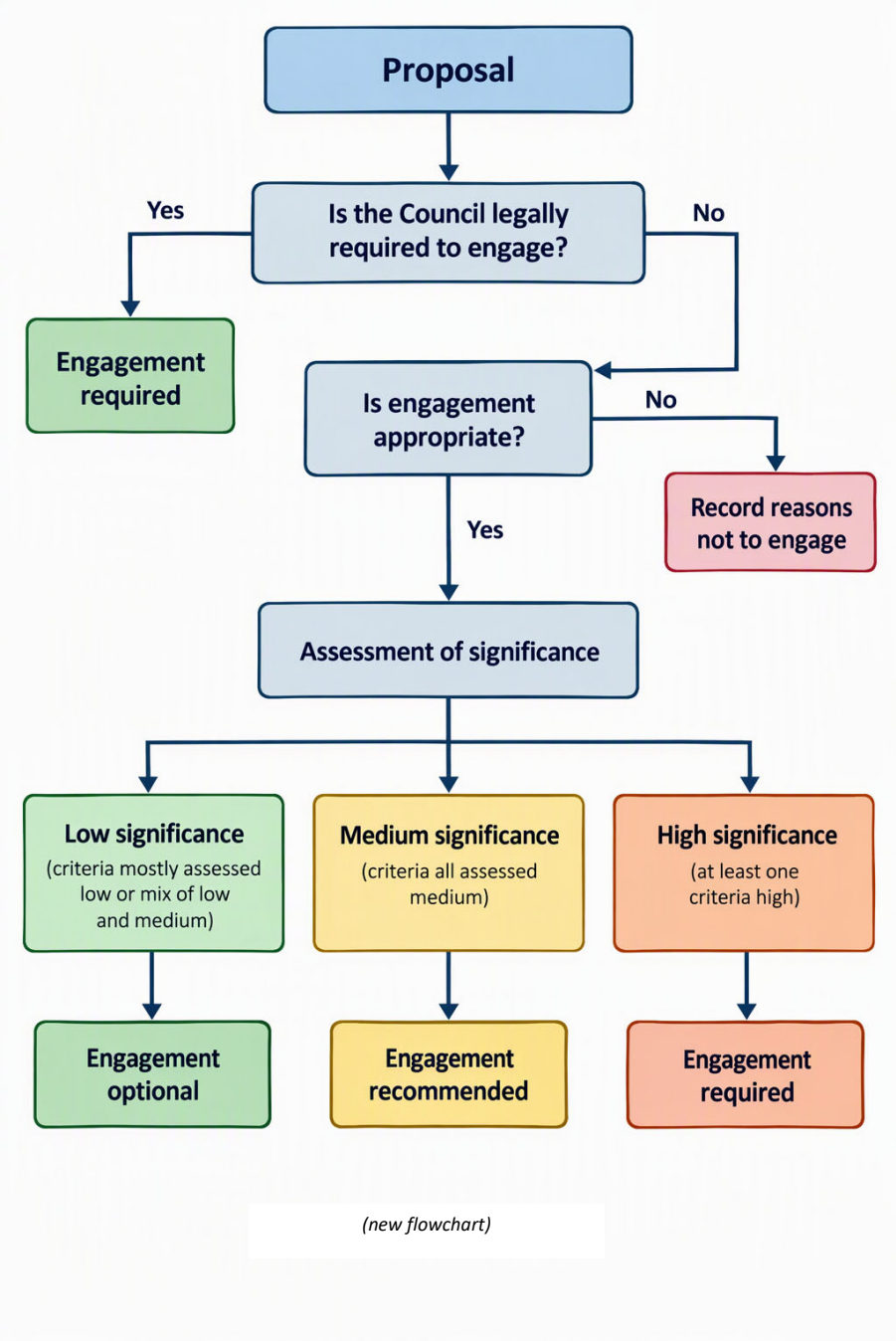
Why do we engage with mana whenua and Māori?

- Statutory Compliance: There are several provisions throughout the Local Government Act 2002 (LGA) that require providing opportunities to Māori to participate in the decision-making process of local government. This participation can look different depending on the kaupapa, where engagement is

one of those options. Sections that require local government to provide these opportunities to Māori include:

a. Section 4 – to help with the Crown's obligation to the Treaty of Waitangi, local government "… maintain and improve opportunities for Māori to contribute to local government decision-making processes…" and how to do so are further noted in Part 2 and 6 of the Act.
b. Section 14(1)(d) – explicitly states that "a local authority should provide opportunities for Māori to contribute to its decision-making processes:"
c. Section 77(1)(c) – if a significant decision relates to whenua or a body of water, the Council must "take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, [wāhi] tapu, valued flora and fauna, and other taonga.
d. Section 81(1)(a) - explicitly states ways in which local government can ensure contributions to decision-making processes by Māori, including that local authorities must:
    - "consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority…" (s 81(1)(b)), and
    - "provide relevant information to Māori…" (s 81(1)(c)).
e. Section 82(2) – states that Council must have processes in place for conducting consultation with Māori.

- Relationship with partners: The Council has made significant progress in the last four years in increasing and strengthening its relationship with mana whenua. Kaupapa such as the Manatū Whakaaetaka Relationship Agreement, implementing Te Taki Haruru, and Te Pae Māori becoming a Council committee, in culmination, recognise the partnership Council has with mana whenua. Engagement with mana whenua (and Māori), and kā rūnaka owned entities keeps the partnership strong.



(new flowchart)

Significance

Significance means the degree of importance of an issue, proposal, decision, or matter, as assessed by the DCC, in terms of its likely impact on, and likely consequences for:

- Dunedin as a whole.
- Mana whenua, as partners of Council.
- The parties and communities who are likely to be particularly affected or interested in the issue, proposal, decision or matter.
- The ~~financial~~provision of infrastructure, public services and ~~non-financial costs and implications, or~~ regulatory functions, including core services in section 11A of the LGA.
- DCC's finances, rates, debt, assets, capacity ~~of the DCC~~and capability.
- DCCs ability to perform ~~its~~is statutory role~~/functions~~ and function.

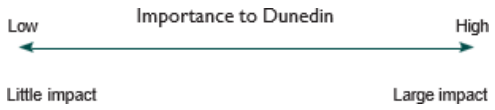
In considering DCC's strategic commitment to sustainability and the Treaty of Waitangi, climate change (including mitigation/emissions reduction, risk mitigation, resilience and adaptation) and Te Taki Haruru should be treated as ~~an~~ overarching ~~issue~~considerations that ~~impacts~~impact all areas of work at DCC.

DCC staff and elected members will be responsible for assessing the significance of a potential decision, in accordance with legislation and this Policy. Except as provided in the 'Water Services' section of this Policy, when determining the significance of an issue, proposal, decision or other matter the criteria in the section below will be considered.

Criteria for Significance

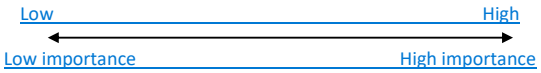
The DCC has identified criteria to assess the degree of significance. The significance of an issue, proposal or decision lies somewhere on a continuum from low to high. Where the significance of a proposal or decision is unclear against one criterion, then the DCC will treat that criterion as being more, rather than less significant. If any of the following criteria are met, the proposal or decision may be 'significant'. However, the criteria should be considered collectively to get to this point.

- **Importance to Dunedin**: The extent to which the matter impacts on DCC area, now and in the future. Factors to be considered include:
  a. The effect on existing levels of service provided by the DCC for significant activities (including a decision to begin or cease a significant activity).
  b. The ~~long-term~~ likely effect on the social, economic ~~, environmental~~ and cultural ~~impact of the decision on the needs of~~ interests of people, communities, including the long term implications for current and future ~~generations~~communities.
  c. The scale and significance of any environmental or climate-related effects or consequences of the decision.
  ~~b.~~d. The extent to which the decision affects the provision, affordability, quality, resilience or continuity of core services identified in section 11A of the LGA, including network infrastructure, public transport services, waste management and minimisation, emergency management, libraries, museums, reserves and other community and recreational facilities.
  ~~c.~~e. The opportunity costs, the level of risk and how difficult it would be to reverse the effects of the decision.

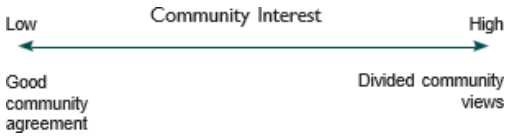


- **Importance to mana whenua:** The extent in which mana whenua (and Māori) would either be impacted by the decision, or, the level of interest mana whenua have in the decision being made in relation to their priorities. Factors to be considered include:
  a. The decision involves specific wāhi mentioned under the Ngāi Tahu Claims Settlement Act 1998 within Ōtepoti Dunedin boundary.
  b. The decision pertains to an impact on whenua or waterways within Ōtepoti Dunedin.
  c. If the decision aligns with the mana whenua priorities, as outlined by Te Pae Māori.
  d. The decision is regarding a public project or involves a public facility (e.g., pools, libraries, sports grounds).

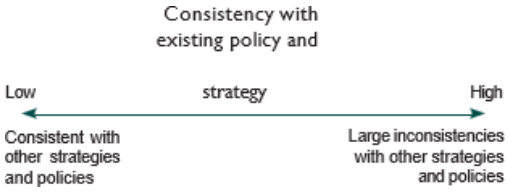
Importance to mana whenua



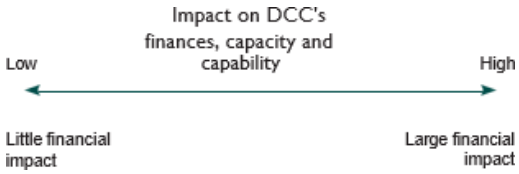
- **Community interest**: The extent to which individuals, organisations, businesses, groups, communities and sectors within the community are particularly affected by, or are interested in, the matter. Factors to be considered include:
  a. The number of individuals, organisations, businesses, groups, communities and sectors within the community that are affected.
  b. The extent of the impact on affected individuals, organisations, businesses, groups, communities and sectors within the community.
  c. The level of public interest, or the potential to generate interest or controversy.
  d. The extent to which community opinion is divided on the matter.



- **Consistency with existing policy and strategy**: the extent to which the matter is consistent with the DCC's community outcomes, Strategic Framework and policies (refer to Schedule 1). Factors to be considered include:
  a. The extent to which the decision is consistent with the DCC's community outcomes, Strategic Framework priorities and policies.
  b. The extent to which the decision is consistent with previous DCC decisions.



- **Impact on DCC's finances, capacity and capability**: The impact of the decision on the ability to achieve the objectives set out in the DCC's Long Term Plan and Financial Strategy. Factors to be considered include:
  a. Transfers of strategic assets to or from the DCC (refer to the 'Strategic Assets' section of this Policy).
  b. The financial cost of the decision, in the short, medium and long term.
  c. The extent of the impact on rates and/or debt (including cumulative effects).
  d. The extent to which the decision is consistent with the Financial Strategy.
  e. The impact on the DCC's capacity~~/~~ and capability to ~~meet legislative~~perform its statutory role and functions, including the provision of infrastructure, public services and regulatory functions and the core services identified in section 11A of the LGA.
  f. The opportunity to improve cost-efficiency or reduce future costs.



Applying the significance criteria

The significance criteria are to be considered collectively, in the context of the particular proposal or decision. No single criterion is determinative. However, a proposal or decision may be significant where its impact under one criterion is of sufficient scale or consequence.

Assessing significance requires judgement and should be proportionate to the nature and circumstances of the proposal or decision. The assessment should be reconsidered if further information becomes available, or if the proposal or its likely consequences materially change.

The degree of significance will inform the nature and extent of community engagement, but does not, by itself, determine the form of engagement or consultation required. Any specific statutory requirements for consultation or decision-making continue to apply.

Strategic assets

Some assets or groups of assets are considered strategically important to achieve and promote the current or future ~~wellbeing~~interests of the community and the priorities of the Strategic Framework. ~~These assets are~~For the purposes of section 76AA(3) LGA, the DCC has identified the assets and groups of assets listed in schedule ~~2.~~1 as strategic assets.

In general, the DCC will, at a minimum, engage the community using the special consultative procedure (as described in the 'How Do We Engage' section of this Policy) on any significant changes to the DCC's ownership or control of strategic assets and any decisions to construct, replace or sell strategic assets.

Note: the section of this Policy called 'Water Services' applies to the DCC's 'strategic water services assets'.

Materiality and the Annual Plan

A local authority is required to prepare and adopt an Annual Plan for each financial year. Consultation on a proposed Annual Plan is only required if there are significant or material differences from the content of the Long Term Plan for the financial year concerned (Sections 95 and 95A of the LGA). However, the DCC can still choose to engage with the community on its plans if it wishes to do so.

Section 95A(5) of the LGA defines materiality: "For the purposes of this section a difference, variation or departure is material if it could in its own right, or in conjunction with other differences, influence the decisions or assessments of those reading or responding to the proposed Annual Plan."

When assessing materiality, the key questions to consider are:

- Would this project/proposal cause a reasonable person to change their view of the affordability of the plan or of the service levels being provided?
- Would this project/proposal cause a reasonable person to want to/not want to provide feedback on the proposal?

Materiality in this context is not the same as the concept commonly used in financial reporting and cannot always be reduced to a dollar value.

HOW DO WE ENGAGE?

Level of Engagement

The DCC will determine which engagement tools, activities or processes to use based on the individuals, organisations, businesses, groups, communities and sectors within the community that are affected by, or interested in the proposal; and the extent of that interest/impact.

In the first instance, DCC staff will be responsible for assessing the appropriateness of engagement activities for each proposal or decision at the project planning stage. The DCC will be flexible in its engagement approach and be responsive to new ideas. Reports to the Council and its Committees will outline a proposed engagement plan, to be approved by the Council or Committee.

The DCC recognises that differing levels of engagement tools, activities or processes may be required during the various stages of decision-making on an issue and for different stakeholders.

Figure 3 is based on the International Association of Public Participation (IAP2) spectrum of engagement and sets out some engagement activities. It describes when these activities may be appropriate for particular kinds of decisions and when the community can expect to be involved in the decision-making. However, this does not commit the DCC to using specific tools or activities in any specific circumstance.

Engagement concerning local issues

Some local issues will be considered highly significant for particular communities. In these cases, the DCC will engage with affected communities directly. The DCC will take a flexible approach on how it engages with the community on local issues according to the community's preferences for engagement. This approach will often involve DCC staff, Councillors and, where relevant, Community Boards.

Engagement may occur early in the development of options before a preferred option has been identified.

Level	Inform	Consult	Involve	Collaborate	Empower
Goal of engagement	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions.	To obtain public feedback on analysis, alternatives or decisions.	To work directly with the public throughout the process to ensure that public concerns are constantly understood and considered.	To partner with the community and stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public.
Examples of issues, decisions or matters where this engagement might be appropriate	Temporary road closure District Plan monitoring reports Council reports	Long Term Plan consultation Dog Control Bylaw	Review of the Community Grants Policy Revitalisation of an area (e.g. Warehouse Precinct)	Development of a Strategy (e.g. Economic Development Strategy) Upgrade of playgrounds	Triennial council election
Engagement activities the DCC might use – both in person and/or online	Public notice Letter drop Media release Discussion paper DCC website Multilingual radio FYI story Dynamic Social media Animated videos Augmented reality	Exhibition Expo Public hearing Survey Special consultative procedure People's Panel Roadshow 'Graffiti' suggestion wall Social media	Community Board meeting Hui a iwi / public meeting Working party Workshops Focus group Drop-in sessions Social media	Multi stakeholder process Advisory group Round table meeting Market pop-ups World cafe	Referendum Citizen juries Participatory budgeting
When the community can expect to be involved in the decision- making	The DCC will advise the community when a decision has been made.	The DCC will advise the community when a draft decision has been made and will provide the community with an opportunity to participate and respond before a final decision is made.	The DCC will provide the community with opportunities to be involved throughout the decision-making process, before a final decision is made.	The DCC will provide the community with opportunities to be involved throughout the decision-making process, including when the options are being considered before a final decision is made.	The DCC will provide the community with the power to make the final decision.
When mana whenua can expect to be involved in the decision-making	The level of engagement for decision-making at these levels will depend on the alignment of the decision to Te Taki Haruru. Mana Ruruku will be able to support teams at DCC with what level of engagement is most appropriate.			Decisions that align with the Te Pae Māori mana whenua priorities, particularly specific projects noted.	Decisions that impact Māori land and/or ownership of that land.

Figure 3: Types of Engagement Activities (inspired by the IAP2 spectrum of engagement)

Engagement linked to day-to-day DCC business

DCC staff, in consultation with the relevant Councillors and Community Boards, will identify and manage community engagement activities associated with the organisation's usual work and projects. The responsible department will establish the most appropriate engagement activities at the project planning stage. The department will then be responsible for providing information to the community on the issue and facilitating the community involvement.

Ongoing engagement activities:

The DCC recognises that engagement is not a one-off activity, and uses a number of initiatives regularly to engage with the community. Such activities enable early engagement on issues, and include:

a. Advisory and stakeholder groups – The Council establishes advisory and stakeholder groups to engage with individuals, organisations, businesses, groups, communities and sectors within the community. These advisory and stakeholder groups may be ongoing or established for a particular timeframe. All advisory and stakeholder groups will be established by a Council resolution, have specific terms of reference and regularly report to a relevant Council Committee.
b. Community Boards – The Council partners with Community Boards, which provide advice on matters affecting their communities and advocate for the interests of their communities. Community Boards may also make submissions to the DCC and other organisations on matters affecting their areas.
c. Partnerships – The DCC facilitates a range of partnerships and networks between all levels of government, business and community organisations, including informal engagement with staff and key stakeholders.
d. Place-based approach - The DCC works with a number of specific communities and neighbourhoods to set priorities in their area, improve the co- ordination of services being delivered within their area and enable consideration of all issues relating to their area.
e. Online engagement – The DCC uses digital tools for engaging with the community, such as the People's Panel, social media and the DCC's website.

Special Consultative Procedure:

The DCC will engage with the community using the special consultative procedure when required by legislation, and when it is the most effective engagement tool for a particular proposal or decision. The special consultative procedure is outlined in section 83 of the LGA, and is summarised below.

a. The DCC will prepare and the Council will adopt a written statement of proposal, and if relevant, a summary of that proposal, which will: clearly identify what the proposal is and the reasons for it; and provide an analysis of feasible options.
b. The DCC will provide an opportunity for people to give feedback on the matter and will: ensure the summary and statement of proposal is widely available; enable interaction between the community and the Council, or its representatives; provide an opportunity for people to present their views to the Council; and provide at least one month for feedback.

Water Services

DCC is a water service provider for water supply, stormwater and wastewater services under the Local Government (Water Services) Act 2025 (LGWSA). This section amends and supplements this Policy to suit DCC's role as a water service provider for the purposes of section 34 of the LGWSA.

Water services are defined in section 4 of the LGWSA to mean any or all of the following: water supply services, stormwater services and wastewater services.

Criteria for "significant contracts"

This section of the Policy applies if the DCC is considering whether a proposed water services contract is a "significant contract" under section 24 of the ~~Local Government (Water Services) Act 2025 (LGWSA).~~LGWSA. The DCC will determine whether a water services contract is a "significant contract" by using the "criteria for significant contracts" (as set out below) rather than the general criteria set out earlier in this Policy under the heading "Criteria for Significance".

~~Note: "water services" is defined in section 4 of the LGWSA to mean any or all of the following:~~

~~a. Water supply services;~~
~~b. Stormwater services;~~
~~c. Wastewater services.~~

~~This section of the Policy also applies to "strategic water services assets". Under the LGWSA, a "strategic water services asset" is defined as meaning water services infrastructure or another asset or group of assets without which the provider is unable (i) to meet its regulatory requirements; or (ii) to maintain its capacity to achieve the outcomes set out in its water services strategy; and includes an asset or a group of assets listed as strategic water services assets in the provider's significance and engagement policy.Criteria for "significant contracts"~~

The DCC will determine whether a water services contract is a "significant contract" under section 24 of the LGWSA by using the following criteria:

a. Whether the proposed water services contract is of high value relative to the revenue that the DCC receives from providing the water service to which the contract relates; and
b. Whether the proposed water services contract will create a public-private partnership (as defined in section 23 of the LGWSA); and
c. Whether the proposed water services contract will have a significant adverse effect on DCC's ability to meet its obligations under the LGWSA; and
d. Whether the proposed water services contract will be for a period that is longer than 15 years; and
e. Whether the proposed water services contract involves any significant changes to the DCC's ownership or control of strategic water services assets (as defined in section 4 of the LGWSA and under this Policy).

If the answer to each of the above questions in (a) to (e) above is "no" then the proposed water services contract will not be deemed to be a "significant contract".

Subject to the following paragraph, if the answer to any of the above questions is "yes" then the proposed water services contract will be deemed to be a "significant contract".

If the answer to question (a) above is "yes", then Council will consider whether funds are budgeted for the proposed water services contract in a long-term plan, annual plan, water services strategy or water services annual budget. If funds are budgeted in a long-term plan, annual plan, water services strategy or water services annual budget, then the answer to question (a) will be treated as "no". This means that the proposed water services contract will not be deemed to be a "significant contract" if the answers to questions (b), (c), (d) and (e) are also "no".

Where a proposed water services contract is considered a "significant contract" then engagement will be in accordance with all statutory requirements, including those set out in the LGWSA.

Strategic water services assets

~~The DCC's strategic water services assets are those defined under the LGWSA, including the group of assets identified in Schedule 3.~~

Under the LGWSA, a "strategic water services asset" is defined as meaning water services infrastructure or another asset or group of assets without which the provider is unable (i) to meet its regulatory requirements; or (ii) to maintain its capacity to achieve the outcomes set out in its water services strategy; and includes an asset or a group of assets listed as strategic water services assets in the provider's significance and engagement policy. These are set out in Schedule 2.

The DCC will, at a minimum, engage the community in accordance with the requirements set out in the LGWSA and/or LGA (as applicable) when considering transferring ownership or control of a strategic water services asset or receiving a transfer of ownership or control of a strategic water services asset.

Significant Joint Water Service Provider Arrangements

This section applies if DCC is considering whether to enter a joint water service provider arrangement under section 26 of the LGWSA.

Any proposed joint water service provider arrangement will be assessed under the general significance criteria set out under 'Criteria for Significance' above.

In addition to the general 'Criteria for Significance' set out above, DCC will also consider:

a. The scale and duration of the arrangement;
b. The number and type of water services affected;
c. The extent to which decision-making, operational control, assets, staff, revenue, debt, risk or regulatory responsibility would be shared or affected;
d. The likely effect on levels of service, charges, rates, debt and funding arrangements;
e. Whether the arrangement is consistent with DCC's water services strategy; and
f. The likely effect on DCC's ability to meet its obligations under the LGWSA.

If a proposed joint water service provider arrangement is determined to be significant under those criteria, it will be deemed to be a significant joint water service provider arrangement for the purposes of section 26 of the LGWSA.

Significant Level of Service Changes for Water Services

This section applies if DCC is considering making a level of service change in relation to any water service.

Any proposed level of service change in relation to a water service will be assessed under the general significance criteria set out under 'Criteria for Significance' above. If a proposed level of service change is determined to be significant under those criteria, it will be deemed to be a significant level of service change for the purpose of section 28 of the LGWSA.

A proposal to make a significant level of service change will be treated as a matter requiring the LGWSA consultation pathway unless the LGWSA provides otherwise.

Engagement on Water Services Decisions

Where DCC is considering any of the following, DCC will engage with the community in accordance with this Policy, sections 31 to 33 of the LGWSA, and the LGA (as applicable):

a. A change proposal as defined under section 27 of the LGWSA (Structural Changes);

b. The further matters identified under section 28 of the LGWSA (Strategic Water Services Assets); or
c. A further significant amendment to a change proposal following consultation (section 31(1)(b)(i) of the LGWSA).

All other decisions regarding water services will be assessed against the criteria listed under 'Criteria for Significance' above and engaged on under this Policy according to that assessment, unless otherwise set out under this Policy or legislation.

REVIEW

This Policy will be reviewed at least once every three years, and within 12 months following each triennial election.

SCHEDULE ~~21~~21: STRATEGIC COUNCIL-OWNED ASSETS

Strategic assets are those considered by the DCC to be strategically important to achieve and promote the current or future well-being of the community and the priorities of the Strategic Framework. Currently the DCC's strategic assets are:

Aquatic Facilities

Cemeteries

Community housing

Dunedin Botanic Garden

Dunedin Centre, Town Hall and Municipal Chambers

Dunedin Chinese Garden

Dunedin Public Art Gallery and collections

Dunedin Public Libraries and collections

Dunedin Railway Station

Edgar Centre

Forsyth Barr Stadium

Hereweka Harbour Cone

Logan Park

Olveston House and collections

Parks, recreation and open space network

Regent Theatre

Shares in Dunedin International Airport Limited

Dunedin City Holdings Limited

The Town Belt

Toitū Otago Settlers Museum and collections

Transportation Network

Waste management facilities

Notes:

- The DCC may consider any other asset or group of assets as being 'significant' by using the criteria of significance in this Policy.
- Where a strategic asset is a network or has many components, decisions can be made on individual components within the network without it being regarded as significant, unless that component substantially affects the level of service provided to the community.

- Decisions can be made to physically alter strategic assets that are required to prevent an immediate hazardous situation arising, or repair an asset due to damage from an emergency or unforeseen situation.
- As agreed by the Council, in the case of Council Controlled Organisations (CCO), decisions relating to the management, acquisition or divestment of assets are taken by the independent board of the CCOs under the Statement of Intent.

SCHEDULE 2: STRATEGIC WATER SERVICES ASSETS

Strategic water services assets are defined in the LGWSA as water services infrastructure or another asset or group of assets without which the provider is unable (i) to meet its regulatory requirements; or (ii) to maintain its capacity to achieve the outcomes set out in its water services strategy; and includes an asset or group of assets listed as strategic water services assets in the provider's significance and engagement policy. Currently the DCC's strategic water services assets include:

Stormwater collection and disposal system

Wastewater collection, treatment and disposal system

Water collection, storage, treatment and distribution system.

Notes:

- The DCC may consider any other asset or group of assets as being 'significant' by using the criteria of significance in this Policy.
- Where a strategic water services asset is a network or has many components, decisions can be made on individual components within the network without it being regarded as significant, unless that component (i) substantially affects the level of service provided to the community; or (ii) otherwise affect's DCC's ability to meet the requirements set out in the LGWSA.
- Decisions can be made to physically alter strategic water services assets that are required to prevent an immediate hazardous situation arising or repair an asset due to damage from an emergency or unforeseen situation.

Significance and Engagement Policy

AT A GLANCE

Why does DCC engage?	To ensure community views help inform decisions that affect Ōtepoti Dunedin and its communities. Community feedback is considered alongside technical, financial, legal, environmental and strategic information.
What is significance?	A proposal may be considered significant based on the criteria for significance, being the importance to Dunedin, the importance to mana whenua, the community interest, the level of consistency with existing policy and strategy, the impact on DCC's finances, capacity and capability.
When will DCC engage?	Formal consultation will be undertaken where required by legislation or where the DCC considers it appropriate based on the consideration in this policy.
How will DCC engage?	• **Inform:** Share information • **Consult:** Seek feedback • **Involve:** Work directly with people • **Collaborate:** Develop solutions together • **Empower:** Final decision made by the community.
What information will be provided?	Clear, timely and accessible information. Where appropriate this may include options, trade-offs, costs, benefits, risks, uncertainties and key assumptions.
How is feedback used?	Feedback is considered alongside technical, financial, legal, environmental and strategic requirements. Where appropriate, DCC will explain how feedback influenced the final decision.
How does DCC engage with Māori?	DCC is committed to Te Tiriti o Waitangi and meaningful engagement through Te Taki Haruru, Tū Hono, Tū Kotahi and Te Pae Māori.
What about Water Services?	Additional statutory requirements apply to certain decisions relating to drinking water, wastewater, and stormwater.

RESOLUTION TO EXCLUDE THE PUBLIC

That the Council excludes the public from the following part of the proceedings of this meeting (pursuant to the provisions of the Local Government Official Information and Meetings Act 1987) namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution	Reason for Confidentiality
C1 Mixed Recycling Facility Options Report - 10 year plan 2027-37	S7(2)(h) The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. 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).	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.	

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, or Section 6 or Section 7 or Section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above after each item.