



# AGENDA

## Strategic Planning Committee Meeting Tuesday, 12 May 2026

**Date** Tuesday, 12 May 2026

**Time** 2:00 pm

**Location** Council Chambers  
Timaru District Council  
King George Place  
Timaru

**File Reference** 1841983

## **Timaru District Council**

**Notice is hereby given that a meeting of the Strategic Planning Committee will be held in the Council Chambers, Timaru District Council, King George Place, Timaru, on Tuesday 12 May 2026, at 2:00 pm.**

### **Strategic Planning Committee Members**

Clrs Michelle Pye, Stacey Scott, Graeme Wilson, Philip Harper, Stu Piddington and Mayor Nigel Bowen

Quorum – no less than 3 members

### **Local Authorities (Members' Interests) Act 1968**

Committee members are reminded that if you have a pecuniary interest in any item on the agenda, then you must declare this interest and refrain from discussing or voting on this item, and are advised to withdraw from the meeting table.

Nigel Trainor  
**Chief Executive**

## Order Of Business

<b>1</b>	<b>Apologies .....</b>	<b>5</b>
<b>2</b>	<b>Identification of Items of Urgent Business.....</b>	<b>5</b>
<b>3</b>	<b>Identification of Matters of a Minor Nature .....</b>	<b>5</b>
<b>4</b>	<b>Declaration of Conflicts of Interest .....</b>	<b>5</b>
<b>5</b>	<b>Confirmation of Minutes .....</b>	<b>6</b>
5.1	Minutes of the Strategic Planning Committee Meeting held on 10 March 2026.....	6
<b>6</b>	<b>Reports .....</b>	<b>13</b>
6.1	Overview of Council delegated workstreams for development of Long Term Plan 2027-37.....	13
<b>7</b>	<b>Consideration of Urgent Business Items.....</b>	<b>19</b>
<b>8</b>	<b>Consideration of Minor Nature Matters.....</b>	<b>19</b>
<b>9</b>	<b>Exclusion of the Public.....</b>	<b>19</b>
10.1	Public Excluded Minutes of the Strategic Planning Committee Meeting held on 10 March 2026.....	19
<b>10</b>	<b>Public Excluded Reports.....</b>	<b>21</b>
<b>11</b>	<b>Readmittance of the Public.....</b>	<b>22</b>



- 1 Apologies**
- 2 Identification of Items of Urgent Business**
- 3 Identification of Matters of a Minor Nature**
- 4 Declaration of Conflicts of Interest**

## **5 Confirmation of Minutes**

### **5.1 Minutes of the Strategic Planning Committee Meeting held on 10 March 2026**

**Author:** Meghan Taylor, Acting Democracy Services Lead

#### **Recommendation**

That the Minutes of the Strategic Planning Committee Meeting held on 10 March 2026 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

#### **Attachments**

- 1. Minutes of the Strategic Planning Committee Meeting held on 10 March 2026**



# MINUTES

## Strategic Planning Committee Meeting Tuesday, 10 March 2026

Ref: 1841983

**Minutes of Timaru District Council  
Strategic Planning Committee Meeting  
Held in the Council Chambers, Timaru District Council, King George Place, Timaru  
on Tuesday, 10 March 2026 at 2:15 pm**

**Present:** Mayor Nigel Bowen, Clrs Michelle Pye (Chairperson), Stacey Scott, Graeme Wilson, Philip Harper, Stu Piddington

**In Attendance:** Nigel Trainor (Chief Executive), Stephen Doren (General Manager Corporate), Andrea Rankin (Chief Financial Officer), Andrew Dixon (General Manager Assets and Infrastructure), Mike Wrigley (General Manager Recreation Facilities), Michael Priest (General Manager Gallery, Libraries, Archives, Museum), Andrea McAlister (General Manager People and Capability), Steph Forde (Corporate and Strategic Planner), Elliot Higbee (Legal Services Manager), Tyler Zandrack (Senior Management Accountant), Amrita Singh (Management Accountant) Meghan Taylor (Acting Democracy Services Lead), Maddison Gourlay (Marketing and Communications Advisor), Alesia Cahill (Executive Support Manager)

**1 Apologies**

No apologies were received.

**2 Identification of Items of Urgent Business**

No items of urgent business were received.

**3 Identification of Matters of a Minor Nature**

No matters of a minor nature were raised.

**4 Declaration of Conflicts of Interest**

No conflicts of interest were declared.

**5 Confirmation of Minutes**

**5.1 Minutes of the Strategic Planning Committee Meeting held on 10 February 2026**

**Resolution 2026/6**

Moved: Mayor Nigel Bowen

Seconded: Clr Stacey Scott

That the Minutes of the Strategic Planning Committee Meeting held on 10 February 2026 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

**Carried**

## **6 Reports**

### **6.1 Actions Register Update**

The Chairperson spoke to the report to provide the Strategic Planning Committee with an update on the status of the action requests raised by Councillors at previous Committee meetings.

#### **Resolution 2026/7**

Moved: Clr Philip Harper

Seconded: Clr Stacey Scott

That the Strategic Planning Committee receives and notes the updates to the Actions Register.

**Carried**

### **6.2 Non-Financial Service Performance Reporting Frequency and Format**

The Corporate and Strategic Planner spoke to the report to seek endorsement from the Committee on the proposed amendments to frequency, and continuation of existing format, of Service Performance measures adopted in the Timaru District Council Long Term Plan (LTP) 2024-34.

It is noted that this report does not make any recommendations for any specific Service Performance measures to be amended or removed.

The Corporate and Strategic Planner spoke to a third option, where activity managers update the system quarterly and an exceptions based report is presented for quarter 1.

Discussion included the frequency of reporting for the percentage of alcohol regulator premises, district pools, drinking water quality, and escalation of risks to Audit and Risk Committee.

#### **Resolution 2026/8**

Moved: Mayor Nigel Bowen

Seconded: Clr Graeme Wilson

That the Strategic Planning Committee:

1. Receive and discuss the Non-Financial Service Performance Reporting Frequency and Format report; and
2. Endorse the proposed amendments to reporting frequency included in Attachment 1 and paragraph 19 of this report; and
3. Endorse the proposed continuation of existing format included in Attachment 2

**Carried**

### **6.3 2026/27 Draft Fees and Charges**

The Corporate and Strategic Planner spoke to the report to present the updated Draft Fees and Charges for the 2026/27 financial year to the Committee for discussion and to seek endorsement for presentation to Council at the 31 March meeting.

It was requested by Council that a second variation of the draft fees and charges be presented to the Strategic Planning Committee. It was noted as per the report, the biggest changes were highlighted.

The Chief Executive advised that he had been challenging managers in regard to the 0 percentage increases and highlighted some examples.

The methodology for setting the rates was questioned, reassurance was sought regarding the process of setting the fees and charges. The correlation between the revenue and financing policy and the fees and charges were discussed and it was noted that the two do not appear to align.

The Chief Financial Officer confirmed that the Policy needed a significant review. Senior Leadership will be reviewing each individual activity and their funding mix during their rating and revenue workshops, prior to the Council Rates and Revenue Workshop.

Auditor oversight of the policy was raised, Cllr Michelle Pye requested that the committee provide oversight to the review process.

Discussion included fixed percentage increases, fees that have been reduced, legislation constrains regarding zero percentage increases, user pays and rate funded proportions.

It was suggested to note the legislative constraints in the next fees and charges report, and more commentary regarding the percentage increase/decrease.

The Building Control Manager spoke to the committee to provide an overview of the Building Control fees and charges and comparisons between other Councils and Private Building Control Authorities.

Further discussion included the fees and charges for; Statutory holiday funerals, inconsistencies within facilities fees and charges, Museum and if consideration had been given to the new facility, sports grounds and parks, CBay Pool, Geraldine Pool and the District Plan Hearings.

It was noted that further consideration was needed and the Committee did not feel comfortable endorsing the fees and charges presented. It was noted that a consistent process and methodology should be used with Benchmarking and increased commentary in order for Councillors to make informed decisions e.g. Inflation adjustment, CPI adjustment, policy, benchmarking, legislation etc.

It was suggested to workshop this further at the Annual Plan Rate Reduction Workshop on the 17 March.

### **Resolution 2026/9**

Moved: Cllr Graeme Wilson

Seconded: Mayor Nigel Bowen

That the Strategic Planning Committee receive and discuss the 2026/27 Draft Fees and Charges report.

**Carried**

## **7 Consideration of Urgent Business Items**

No items of urgent business were received.

**8 Consideration of Minor Nature Matters**

No matters of a minor nature were raised.

**9 Exclusion of the Public****Resolution 2026/10**

Moved: Mayor Nigel Bowen

Seconded: Cllr Stacey Scott

That at 3.09pm, the public be excluded from the following parts of the proceedings of this meeting, namely -

**10.1 Annual Plan 2026/27 - Rate Reduction Options**

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
<b>10.1 - Annual Plan 2026/27 - Rate Reduction Options</b>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>To protect a person's privacy, including the privacy of deceased persons</p> <p>To protect commercially sensitive information</p>

**Carried**

**Note**

[Section 48\(4\)](#) of the Local Government Official Information and Meetings Act 1987 provides as follows:

- "(4)Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof)—

- (a) shall be available to any member of the public who is present;  
and
- (b) shall form part of the minutes of the local authority.”

**10 Public Excluded Reports**

**10.1 Annual Plan 2026/27 - Rate Reduction Options**

**11 Readmittance of the Public**

**Resolution 2026/11**

Moved: Clr Michelle Pye

Seconded: Clr Stu Piddington

That the meeting moves out of Closed Meeting into Open Meeting at 4.18pm.

**Carried**

**The meeting closed at 4.18pm.**

.....  
**Clr Michelle Pye**

**Chairperson**

## 6 Reports

### 6.1 Overview of Council delegated workstreams for development of Long Term Plan 2027-37

**Author:** Steph Forde, Corporate and Strategic Planner

**Authoriser:** Stephen Doran, General Manager Corporate

#### Recommendation

That the Strategic Planning Committee receive the Overview of Council delegated workstreams for development of Long Term Plan 2027-37.

#### Purpose of Report

- 1 The purpose of this report is to advise the Committee of the Council delegated workstreams to assist the organisation in the development of the Long Term Plan 2027-37.

#### Assessment of Significance

- 2 This report is assessed as low under Council's Significance and Engagement Policy, as there are no decisions being sought in relation to Strategic Assets, Levels of Services, or additional funding.

#### Background

- 3 The Long Term Plan (LTP) is a statutory document required under the Local Government Act 2002 (LGA 2002). It sets out Council's priorities, activities, and funding approach over a 10-year period, and is the primary mechanism through which Council makes its most significant decisions about services, infrastructure, and community outcomes. Council is required to adopt a new LTP every three years, with the current cycle requiring adoption of the LTP 2027-37 by 30 June 2027.
- 4 This LTP cycle is notably more complex than previous cycles, primarily due to the water services reform programme and the establishment of the Water Organisation (WO), which will significantly change the scope of Council's activities and infrastructure responsibilities over the plan period. A number of additional government policy announcements and in-train legislative reforms also add complexity to this cycle, including the Local Government (System Improvements) Bill, the Simplifying Local Government programme, Resource Management reform, and rates capping proposals.
- 5 The development of the LTP involves a significant volume of elected member engagement across a wide range of workstreams. At the Council meeting on 28 April 2026, officers recommended, and it was resolved, to delegate interrogation of key workstreams to the Development and Growth and Strategic Planning Committees, rather than routing all material through only full Council workshops and meetings.
- 6 This approach spreads the elected member workload across the Committee structure in a manageable way, reduces the risk of Council agendas becoming unmanageable during the peak development period, and allows detailed interrogation of technical material to occur at Committee level before matters are brought to Council.

**Discussion**

- 7 The workstreams delegated to the Strategic Planning Committee by Council resolution are:
  - 7.1 Financial Strategy
  - 7.2 Forecasting Assumptions
  - 7.3 Financial Forecasts
  - 7.4 Financial Policies
  - 7.5 Activity Management Plans
  - 7.6 Drafting Letters of Expectation to Council Controlled Organisations
- 8 The information set out below reflects the legislative position current at the time of writing. Local government reform is ongoing and further amendments or government announcements may alter these requirements during development of the delegated workstreams.

**Financial Strategy**

- 9 The purpose of the financial strategy is to facilitate prudent financial management by providing a guide against which Council can consider proposals for funding and expenditure, and to provide a context for consultation on those proposals by making transparent their overall effects on Council's services, rates, debt, and investments.
- 10 The strategy is a requirement of the LTP and section 101A of the LGA explicitly states it must:
  - 10.1 Cover all of the consecutive financial years of the LTP (a minimum of 10 years).
  - 10.2 Include a statement of the factors expected to have a significant impact on Council over the period of the strategy, including:
    - 10.2.1 Expected changes in population and use of land in the district, and the associated capital and operating costs of providing for those changes.
    - 10.2.2 Expected capital expenditure on network infrastructure, flood protection, and flood control works required to maintain existing levels of service currently provided by Council.
    - 10.2.3 Other significant factors affecting Council's ability to maintain existing levels of service and to meet additional demands for services.
  - 10.3 Set quantified limits on rate increases and borrowing, and Council's assessment of its ability to provide and maintain existing levels of service and meet additional demands within those limits.
  - 10.4 Specify Council's policy on the giving of securities for its borrowing.
  - 10.5 Specify Council's objectives for holding and managing financial investments and equity securities, and its quantified targets for returns on those investments and equity securities.
- 11 Section 101A was not directly amended by the Local Government (Water Services) Act (LGWSA) 2025. However, the transfer of water services to a separate water service provider materially changes Council's financial profile, and the strategy for this cycle needs to reflect Council's revenue, expenditure, debt and investment position on the basis of its post-transition activities. Flood protection and flood control works are excluded from the matters

under section 101A(3)(a)(ii) as these are a regional council function (Environment Canterbury) and are not currently provided by Council.

- 12 Section 101B(5) allows the financial strategy (s101A) and infrastructure strategy (s101B) to be adopted as a single combined document. Council's approach, consistent with sector practice, is to keep them as separate but coherent sections of the LTP.

### **Forecasting Assumptions**

- 13 Clause 17 of Schedule 10 of the LGA requires the LTP to clearly identify all significant forecasting assumptions and risks underlying the financial estimates. Without limiting that requirement, the plan must set out Council's assumptions concerning the life cycle of significant assets and the sources of funds for their future replacement. Where any significant forecasting assumption involves a high level of uncertainty, the LTP must disclose the fact of that uncertainty and provide an estimate of the potential effects of that uncertainty on the financial estimates.
- 14 The financial information underpinning the LTP must also be prepared in accordance with generally accepted accounting practice (GAAP). Accounting standard PBE FRS 42 Prospective Financial Information governs the preparation of prospective financial information and requires the forecasts to reflect the best information available to Council at the time the plan is prepared.
- 15 Consistent with sector good practice, Council's significant forecasting assumptions are set at two levels: corporate assumptions that apply organisation-wide (for example, inflation indices, interest rates, growth in population and the rating base, and climate change), and activity-specific assumptions (for example, asset useful lives and demand drivers for individual activities). An assumption is treated as significant where it has a material effect on revenue, operating or capital expenditure, Council's ability to fund its programme, the value of Council's assets, or its ability to deliver intended levels of service. Each significant assumption is paired with a risk (sensitivity) analysis, and where the level of uncertainty is high the potential financial effect is quantified.

### **Financial Forecasts**

- 16 Schedule 10 of the LGA sets out the financial and forecasting information that must be included in the LTP. The principal requirements are:
- 16.1 Forecast financial statements for the local authority for each financial year covered by the plan (clause 12)
- 16.2 A funding impact statement (FIS) for the local authority for each year covered by the plan, in the prescribed form, identifying the sources of funding to be used, the amount expected from each source, and how the funds are to be applied. Where rates are used, the FIS must also include the valuation system, treatment of any uniform annual general charge, any differential categories, the basis for any targeted rates, and indicative rating examples for the first year (clause 15)
- 16.3 A Group of Activities FIS for each group of activities, for each year covered by the plan, in the prescribed form, identifying the sources of funding, the amount expected from each source, and how the funds are to be applied (clause 5). The financial information must be provided in detail for each of the first 3 financial years and in outline for subsequent years (clause 2(1)(d)).

- 17 Following amendments made by the LGWSA 2025, the prescribed groups of activities under clause 2(2) of Schedule 10 are now flood protection and control works and the provision of roads and footpaths only. Water services activities under the LGWSA 2025 cannot be treated as a group of activities by Council (clause 2(3)). Consistent with LTP 2024-34, officers propose to also include Waste Management as a group of activities, as permitted by clause 2(3) to align with the Infrastructure Strategy scope recommendation to the Development and Growth Committee also being considered on the 12<sup>th</sup> May 2026. Other activity groupings will be considered by Council in due course.

### **Financial Policies**

- 18 Section 102 of the LGA requires Council to adopt a suite of funding and financial policies to provide predictability and certainty about sources and levels of funding. The required policies are:
- 18.1 Revenue and Financing Policy;
  - 18.2 Liability Management Policy;
  - 18.3 Investment Policy;
  - 18.4 Policy on Development or Financial contributions; and
  - 18.5 Policy on the Remission and Postponement of Rates on Māori Freehold Land.
- Council may also adopt a Rates Remission Policy and/or a Rates Postponement Policy applying to general title land (s102(3)).
- 19 Only the Revenue and Financing Policy must be included in the LTP itself (clause 10 of Schedule 10); the other s102 policies are adopted separately.
- 20 The Revenue and Financing Policy, the Policy on Development Contributions or Financial Contributions, and any rates remission or postponement policy must support the principles in the Preamble to Te Ture Whenua Māori Act 1993 (s102(3A)).
- 21 The Revenue and Financing Policy must demonstrate compliance with the funding policy process in s101(3): a per-activity assessment (covering outcomes, distribution and timing of benefits, the contribution of any group to the need for the activity, and the merits of distinct funding), followed by an assessment of the overall impact on community well-being.
- 22 Consultation under s82 is required before any s102 policy is adopted or amended, except for the Liability Management Policy and Investment Policy (s102(4)–(5)).
- 23 Following the LGWSA 2025, water services are no longer funded through Council's development or financial contributions policy. Council must amend that policy to remove water services components on transfer (s117 LGWSA), and the water service provider adopts its own development contributions policy (s122 LGWSA).

### **Activity Management Plans**

- 24 Activity Management Plans (ActMPs) are not a statutory requirement of the LGA. However, understanding what each activity does (and at what level), why Council does it, and how much it costs underpins several disclosures the LTP must contain. ActMPs are the working documents in which Council captures that understanding.
- 25 From the description of the activity, the ActMP supports:

- 25.1 The level at which the activity is delivered, and the non-financial performance measures and targets used to demonstrate delivery (consistent with PBE FRS 48 Service Performance Reporting and clause 4 of Schedule 10 of the LGA).
  - 25.2 The funding needs analysis required by section 101(3) of the LGA, including the identification of appropriate revenue sources and the percentage range within which each source contributes to the activity. This analysis underpins Council's Revenue and Financing Policy.
  - 25.3 The disclosure of any significant negative effects on the social, economic, environmental, or cultural well-being of the community that may arise from the activity (clause 2(1)(c) of Schedule 10).
- 26 Officers envisage that the starting point for this committee will be to review existing activity information — including recent reviews carried out under section 17A of the LGA — to identify what remains fit for purpose, what requires updating, and where new analysis is needed to support the disclosures and policies referenced above. This information will then form the basis of Council's ActMPs for the LTP cycle in addition to operational workstreams associated with the Council endorsed Workflow and Cost Structure analysis currently underway.

### **Drafting Letters of Expectation to Council Controlled Organisations (CCO's)**

- 27 Section 64B of the LGA enables shareholders in a council-controlled organisation (CCO) to prepare a statement of expectations setting shareholder direction for the CCO. Although referred to in the sector as a "letter of expectation" or "shareholder letter," the statutory term is "statement of expectations".
- 28 A statement of expectations may:
- 28.1 Specify how the CCO is to conduct its relationships with the shareholding local authorities, the communities of those local authorities (including any specified stakeholders), and iwi, hapū, and other Māori organisations
  - 28.2 Require the CCO to act consistently with the statutory obligations of the shareholding local authorities and with the shareholders' obligations under agreements with third parties (including with iwi, hapū, or other Māori organisations).
  - 28.3 Include other shareholder expectations, such as expectations relating to community engagement and collaboration with shareholders and others in the delivery of services.
- 29 A statement of expectations must be published on Council's website (s64B(3)).
- 30 Issuance of a statement of expectations is not mandatory. Where Council elects to issue one, it should be delivered in advance of 1 March, being the date by which the CCO must deliver its draft Statement of Intent (SOI) to shareholders under clause 1 of Schedule 8. This gives the CCO time to reflect Council's direction in the draft SOI.
- 31 The SOI itself must set out, among other things, the CCO's objectives, the nature and scope of its activities, and the non-financial performance targets and measures by which its performance can be judged (clause 7 of Schedule 8). The statement of expectations is the principal mechanism through which Council exercises its right under section 64(2)(b) to influence the direction of a CCO.
- 32 Following the LGWSA 2025, sections 64, 64A, 64B, and Schedule 8 of the LGA do not apply to a CCO that is a water organisation (s221 LGWSA). Statements of expectations under s64B therefore do not apply to Council's water service provider; that organisation operates under

the separate planning and reporting framework in Part 4 of the LGWSA, which will be undertaken by the recently established Joint Shareholders Committee.

**Options and Preferred Option**

- 33 That the Strategic Planning Committee receive the Overview of Council delegated workstreams for development of Long Term Plan 2027-37.

**Consultation**

- 34 There are no consultation requirements related to receiving this report.

**Relevant Legislation, Council Policy and Plans**

- 35 Local Government Act 2002  
36 Local Government (Water Services) Act 2025

**Financial and Funding Implications**

- 37 There are no financial or funding implications related to receiving this report.

**Other Considerations**

- 38 There are no other considerations at the time of writing this report.

**Attachments**

**Nil**

**7 Consideration of Urgent Business Items****8 Consideration of Minor Nature Matters****9 Exclusion of the Public****Recommendation**

That the public be excluded from—

- \*(a)the whole of the proceedings of this meeting; or
- \*(b)the following parts of the proceedings of this meeting, namely,—

**10.1 Public Excluded Minutes of the Strategic Planning Committee Meeting held on 10 March 2026**

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
<p><b>10.1 - Public Excluded Minutes of the Strategic Planning Committee Meeting held on 10 March 2026</b></p> <p><b>Matters dealt with in these minutes:</b></p> <p>10.1 - Annual Plan 2026/27 - Rate Reduction Options</p>	<p>Section 48(1) of the Local Government Official Information and Meetings Act 1987.</p>	<p>The public excluded minutes of the meeting held on 10 March 2026 are considered confidential pursuant to the provisions of the LGOIMA Act of 1987.</p> <p>The specific provisions of the Act that relate to these minutes can be found in the open minutes of the meeting held on 10 March 2026.</p>

\*I also move that [\[name of person or persons\]](#) be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of [\[specify\]](#). This knowledge, which will be of assistance in relation to the matter to be discussed, is relevant to that matter because [\[specify\]](#)

.

\*Delete if inapplicable.

**Note**

Section 48(4) of the Local Government Official Information and Meetings Act 1987 provides as follows:

- “(4)Every resolution to exclude the public shall be put at a time when the meeting is open to the public, and the text of that resolution (or copies thereof)—
  - (a)shall be available to any member of the public who is present;  
and
  - (b)shall form part of the minutes of the local authority.”

**10 Public Excluded Reports**

**11      Readmittance of the Public**