

Ashburton District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	37,400	58,000
Population change from 2024 to 2025 (%)	1.1%	0.5%
Land area (km ²)	6,181.5	2,488.0
Population density (people/km ²)	6.1	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$53,743	\$99,272
Rates change from 2024 to 2025 (%)	12.2%	14.3%
Forecast change for 2026 to 2027 (%)	9.2%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA+ (Fitch)	N/A
Net debt/total revenue (%)	133.6%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	14.2%	11.9%
Debt headroom for 2025 (%)	151.4%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$99,419	\$146,843

Governance	Result	Group median
Elected members (council only)	9	11
Voter turnout in 2025 (%)	47.3%	46.7%
Population/elected members for 2025	4,156	5,577
Mayor/chair remuneration (\$0)	\$149,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	214	362
Personnel costs for 2025 (\$000)	\$22,258	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	113.8%	92.0%
Revenue/operating expenditure for 2024 (%)	97.4%	94.2%
Revenue/operating expenditure for 2025 (%)	91.7%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	97.0	93.8
	Result	Group median
Building consent processing for 2025 (median days)	11.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$32,433	\$61,383
Actual/planned capital expenditure for 2025 (%)	74.0%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$54,082	\$80,493
Forecast change for 2026 to 2027 (%)	49.1%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roothing - Wastewater - Water - Stormwater - Flood protection - Other capital	Roothing \$10,846 \$15,381 Wastewater \$4,789 \$12,252 Water \$7,289 \$10,501 Stormwater \$0 \$3,354 Flood protection \$0 \$0 Other capital \$9,509 \$15,597 TOTAL \$32,433 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand \$49 \$7,329 Level of service \$15,025 \$22,782 Renewals \$17,359 \$25,699	

Far North District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	73,700	58,000
Population change from 2024 to 2025 (%)	0.4%	0.5%
Land area (km ²)	6,686.4	2,488.0
Population density (people/km ²)	11.0	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$112,566	\$99,272
Rates change from 2024 to 2025 (%)	9.3%	14.3%
Forecast change for 2026 to 2027 (%)	7.6%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA (Fitch)	N/A
Net debt/total revenue (%)	82.6%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	16.9%	11.9%
Debt headroom for 2025 (%)	202.4%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$198,804	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	50.7%	46.7%
Population/elected members for 2025	7,370	5,577
Mayor/chair remuneration (\$0)	\$182,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	434	362
Personnel costs for 2025 (\$000)	\$39,021	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	101.0%	92.0%
Revenue/operating expenditure for 2024 (%)	101.0%	94.2%
Revenue/operating expenditure for 2025 (%)	95.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	90.1	93.8
	Result	Group median
Building consent processing for 2025 (median days)	8.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$77,583	\$61,383
Actual/planned capital expenditure for 2025 (%)	52.8%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$177,546	\$80,493
Forecast change for 2026 to 2027 (%)	-3.5%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) 0.0% 4.1% 6.1% 17.3% 26.6% 45.8% ■ Roding ■ Wastewater ■ Water ■ Stormwater ■ Flood protection ■ Other capital	Roding \$35,550 \$15,381 Wastewater \$13,419 \$12,252 Water \$4,748 \$10,501 Stormwater \$3,209 \$3,354 Flood protection \$0 \$0 Other capital \$20,657 \$15,597 TOTAL \$77,583 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) 0.0% 40.1% 59.9% ■ Demand ■ Level of service ■ Renewal	Demand \$0 \$7,329 Level of service \$46,490 \$22,782 Renewals \$31,093 \$25,699	

Hastings District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	88,300	58,000
Population change from 2024 to 2025 (%)	0.0%	0.5%
Land area (km ²)	5,226.7	2,488.0
Population density (people/km ²)	16.9	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$131,812	\$99,272
Rates change from 2024 to 2025 (%)	18.8%	14.3%
Forecast change for 2026 to 2027 (%)	6.6%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	A+ (S&P)	N/A
Net debt/total revenue (%)	120.3%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-2.3%	11.9%
Debt headroom for 2025 (%)	164.7%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$271,790	\$146,843

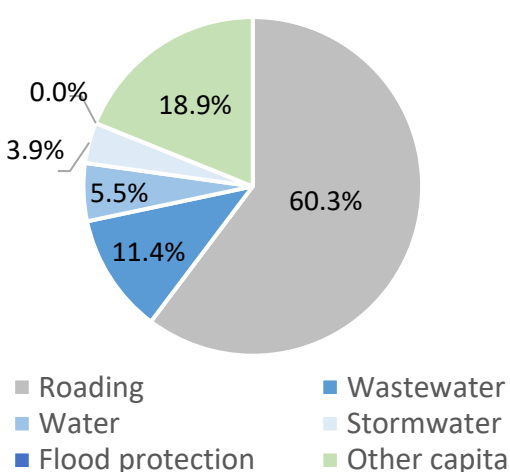
Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	50.7%	46.7%
Population/elected members for 2025	7,370	5,577
Mayor/chair remuneration (\$0)	\$182,000	\$163,000

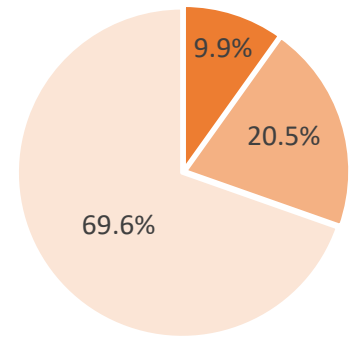
Personnel	Result	Group median
Staff numbers for 2025 (FTE)	434	362
Personnel costs for 2025 (\$000)	\$39,021	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	101.0%	92.0%
Revenue/operating expenditure for 2024 (%)	101.0%	94.2%
Revenue/operating expenditure for 2025 (%)	95.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	90.1	93.8
	Result	Group median
Building consent processing for 2025 (median days)	8.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$231,808	\$61,383
Actual/planned capital expenditure for 2025 (%)	81.5%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$226,774	\$80,493
Forecast change for 2026 to 2027 (%)	-11.2%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%)  Legend: - Roading - Wastewater - Water - Stormwater - Flood protection - Other capital	Roading \$139,715 \$15,381 Wastewater \$26,467 \$12,252 Water \$12,806 \$10,501 Stormwater \$9,006 \$3,354 Flood protection \$0 \$0 Other capital \$43,814 \$15,597 TOTAL \$231,808 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%)  Legend: - Demand - Level of service - Renewal	Demand \$22,891 \$7,329 Level of service \$47,550 \$22,782 Renewals \$161,367 \$25,699	

Horowhenua District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	38,400	58,000
Population change from 2024 to 2025 (%)	0.5%	0.5%
Land area (km ²)	1,063.9	2,488.0
Population density (people/km ²)	36.1	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$61,470	\$99,272
Rates change from 2024 to 2025 (%)	19.5%	14.3%
Forecast change for 2026 to 2027 (%)	7.5%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	A+ (S&P)	N/A
Net debt/total revenue (%)	199.4%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-14.3%	11.9%
Debt headroom for 2025 (%)	85.6%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$98,685	\$146,843

Governance	Result	Group median
Elected members (council only)	12	11
Voter turnout in 2025 (%)	47.4%	46.7%
Population/elected members for 2025	3,200	5,577
Mayor/chair remuneration (\$0)	\$158,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	228	362
Personnel costs for 2025 (\$000)	\$23,346	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	86.3%	92.0%
Revenue/operating expenditure for 2024 (%)	90.5%	94.2%
Revenue/operating expenditure for 2025 (%)	99.1 %	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	96.3	90.8
	Result	Group median
Building consent processing for 2025 (median days)	14.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$32,313	\$61,383
Actual/planned capital expenditure for 2025 (%)	76.0%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$39,271	\$80,493
Forecast change for 2026 to 2027 (%)	-17.7%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roding - Wastewater - Water - Stormwater - Flood protection - Other capital	Roding \$10,226 \$15,381 Wastewater \$6,202 \$12,252 Water \$9,383 \$10,501 Stormwater \$1,788 \$3,354 Flood protection \$0 \$0 Other capital \$4,714 \$15,597 TOTAL \$32,313 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand \$12,211 \$7,329 Level of service \$8,279 \$22,782 Renewals \$11,823 \$25,699	

Invercargill City Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	58,000	58,000
Population change from 2024 to 2025 (%)	0.3%	0.5%
Land area (km ²)	376.4	2,488.0
Population density (people/km ²)	154.1	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$78,149	\$99,272
Rates change from 2024 to 2025 (%)	10.6%	14.3%
Forecast change for 2026 to 2027 (%)	8.1%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA+ (Fitch)	N/A
Net debt/total revenue (%)	67.8%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	6.1%	11.9%
Debt headroom for 2025 (%)	217.2%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$149,425	\$146,843

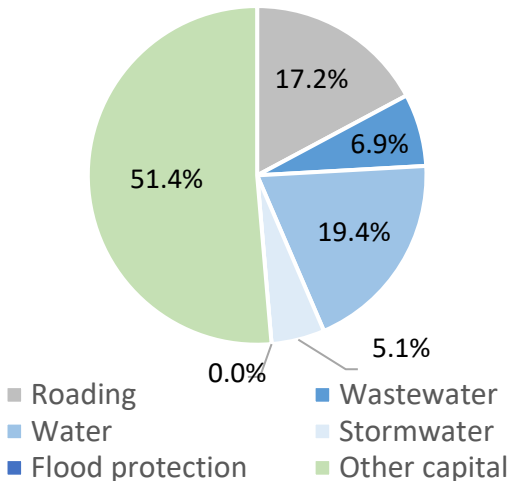
Governance	Result	Group median
Elected members (council only)	12	11
Voter turnout in 2025 (%)	46.3%	46.7%
Population/elected members for 2025	4,833	5,577
Mayor/chair remuneration (\$)	\$166,000	\$163,000

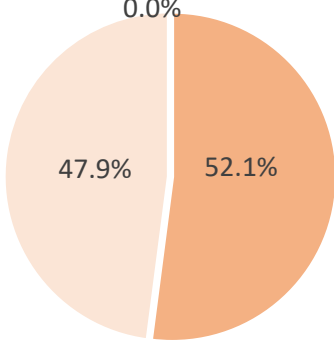
Personnel	Result	Group median
Staff numbers for 2025 (FTE)	382	362
Personnel costs for 2025 (\$000)	\$37,398	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	92.0%	92.0%
Revenue/operating expenditure for 2024 (%)	93.4%	94.2%
Revenue/operating expenditure for 2025 (%)	99.7%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	99.0	90.1
	Result	Group median
Building consent processing for 2025 (median days)	6.0	10.0

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$59,591	\$61,383
Actual/planned capital expenditure for 2025 (%)	72.3%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$80,779	\$80,493
Forecast change for 2026 to 2027 (%)	-15.2%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%)  Legend: - Roading - Water - Flood protection - Wastewater - Stormwater - Other capital		
Roading	\$10,240	\$15,381
Wastewater	\$4,127	\$12,252
Water	\$11,582	\$10,501
Stormwater	\$3,036	\$3,354
Flood protection	\$0	\$0
Other capital	\$30,606	\$15,597
TOTAL	\$59,591	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%)  Legend: - Demand - Level of service - Renewal		
Demand	\$0	\$7,329
Level of service	\$31,021	\$22,782
Renewals	\$28,570	\$25,699

Kāpiti Coast District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	58,000	58,000
Population change from 2024 to 2025 (%)	0.2%	0.5%
Land area (km ²)	3,109.0	2,488.0
Population density (people/km ²)	18.7	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$106,609	\$99,272
Rates change from 2024 to 2025 (%)	29.4%	14.3%
Forecast change for 2026 to 2027 (%)	6.6%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (S&P)	N/A
Net debt/total revenue (%)	187.7%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-10.9%	11.9%
Debt headroom for 2025 (%)	97.3%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$138,978	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	46.9%	46.7%
Population/elected members for 2025	5,800	5,577
Mayor/chair remuneration (\$0)	\$161,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	414	362
Personnel costs for 2025 (\$000)	\$42,814	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	98.3%	92.0%
Revenue/operating expenditure for 2024 (%)	97.7%	94.2%
Revenue/operating expenditure for 2025 (%)	103.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	92.7	90.1
	Result	Group median
Building consent processing for 2025 (median days)	5.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$63,175	\$61,383
Actual/planned capital expenditure for 2025 (%)	83.7%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$75,000	\$80,493
Forecast change for 2026 to 2027 (%)	-12.1%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roading - Wastewater - Water - Stormwater - Flood protection - Other capital	Roading Wastewater Water Stormwater Flood protection Other capital	\$11,182 \$12,252 \$10,501 \$3,354 \$0 \$15,597
TOTAL	\$63,175	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand Level of service Renewals	\$7,329 \$22,782 \$25,699

Manawatū District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	34,000	58,000
Population change from 2024 to 2025 (%)	1.2%	0.5%
Land area (km ²)	2,566.6	2,488.0
Population density (people/km ²)	13.2	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$49,087	\$99,272
Rates change from 2024 to 2025 (%)	4.9%	14.3%
Forecast change for 2026 to 2027 (%)	8.2%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	122.7%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	16.1%	11.9%
Debt headroom for 2025 (%)	52.4%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$74,741	\$146,843

Governance	Result	Group median
Elected members (council only)	11	11
Voter turnout in 2025 (%)	43.6%	46.7%
Population/elected members for 2025	3,091	5,577
Mayor/chair remuneration (\$0)	\$148,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	157	362
Personnel costs for 2025 (\$000)	\$15,095	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	97.0%	92.0%
Revenue/operating expenditure for 2024 (%)	99.0%	94.2%
Revenue/operating expenditure for 2025 (%)	100.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	94.5	93.8
	Result	Group median
Building consent processing for 2025 (median days)	4.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$48,898	\$61,383
Actual/planned capital expenditure for 2025 (%)	103.0%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$41,539	\$80,493
Forecast change for 2026 to 2027 (%)	16.1%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roading - Wastewater - Water - Stormwater - Flood protection - Other capital	Roading \$15,350 \$15,381 Wastewater \$6,732 \$12,252 Water \$11,295 \$10,501 Stormwater \$6,922 \$3,354 Flood protection \$0 \$0 Other capital \$8,599 \$15,597 TOTAL \$48,898 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand \$6,929 \$7,329 Level of service \$18,274 \$22,782 Renewals \$23,695 \$25,699	

Matamata-Piako District Council



Ministry for Cities, Environment,
Regions & Transport

Small Metro/Large Provincial Group

Demographics	Result	Group median
Estimated population (2025)	39,200	58,000
Population change from 2024 to 2025 (%)	1.0%	0.5%
Land area (km ²)	1,755.3	2,488.0
Population density (people/km ²)	22.3	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$56,003	\$99,272
Rates change from 2024 to 2025 (%)	14.0%	14.3%
Forecast change for 2026 to 2027 (%)	-31.7%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	74.0%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	20.1%	11.9%
Debt headroom for 2025 (%)	52.4%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$89,079	\$146,843

Governance	Result	Group median
Elected members (council only)	12	11
Voter turnout in 2025 (%)	47.5%	46.7%
Population/elected members for 2025	3,267	5,577
Mayor/chair remuneration (\$0)	\$152,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	285	362
Personnel costs for 2025 (\$000)	\$27,107	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	85.0%	92.0%
Revenue/operating expenditure for 2024 (%)	88.0%	94.2%
Revenue/operating expenditure for 2025 (%)	94.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	92.1	90.8
	Result	Group median
Building consent processing for 2025 (median days)	11.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$42,175	\$61,383
Actual/planned capital expenditure for 2025 (%)	69.4%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$29,797	\$80,493
Forecast change for 2026 to 2027 (%)	-41.6%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: Roading (grey), Wastewater (dark blue), Water (light blue), Stormwater (very light blue), Other capital (white)	Roading Wastewater Water Stormwater Flood protection Other capital TOTAL	\$15,381 \$12,252 \$10,501 \$3,354 \$0 \$15,597 N/A
	\$9,210	\$15,381
	\$19,326	\$12,252
	\$5,760	\$10,501
	\$296	\$3,354
	\$0	\$0
	\$7,583	\$15,597
	\$42,175	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: Demand (dark orange), Level of service (medium orange), Renewal (light orange)	Demand Level of service Renewals	\$7,329 \$22,782 \$25,699
	\$5,587	\$7,329
	\$17,390	\$22,782
	\$19,198	\$25,699

Napier City Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	66,400	58,000
Population change from 2024 to 2025 (%)	-0.2%	0.5%
Land area (km ²)	105.1	2,488.0
Population density (people/km ²)	631.8	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$102,568	\$99,272
Rates change from 2024 to 2025 (%)	18.8%	14.3%
Forecast change for 2026 to 2027 (%)	7.2%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	30.9%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	29.6%	11.9%
Debt headroom for 2025 (%)	144.1%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$199,868	\$146,843

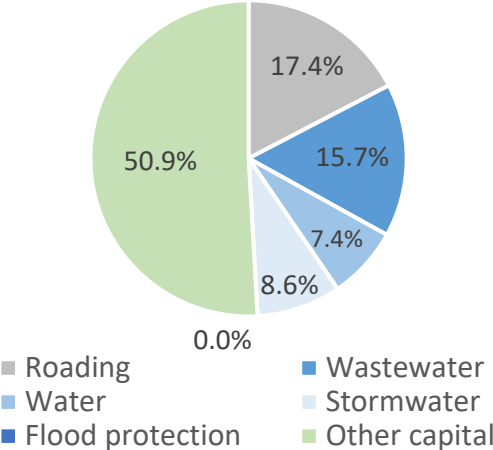
Governance	Result	Group median
Elected members (council only)	11	11
Voter turnout in 2025 (%)	46.1%	46.7%
Population/elected members for 2025	6,036	5,577
Mayor/chair remuneration (\$0)	\$171,000	\$163,000

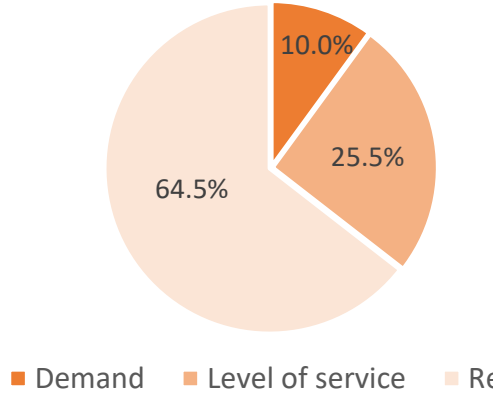
Personnel	Result	Group median
Staff numbers for 2025 (FTE)	567	362
Personnel costs for 2025 (\$000)	\$61,751	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	84.0%	92.0%
Revenue/operating expenditure for 2024 (%)	82.0%	94.2%
Revenue/operating expenditure for 2025 (%)	83.0 %	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	90.1	90.1
	Result	Group median
Building consent processing for 2025 (median days)	1.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$70,687	\$61,383
Actual/planned capital expenditure for 2025 (%)	82.2%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$127,146	\$80,493
Forecast change for 2026 to 2027 (%)	-16.3%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%)  Legend: - Rooding - Wastewater - Water - Stormwater - Flood protection - Other capital	Rooding \$12,274 \$15,381 Wastewater \$11,085 \$12,252 Water \$5,250 \$10,501 Stormwater \$6,095 \$3,354 Flood protection \$0 \$0 Other capital \$35,398 \$15,597 TOTAL \$70,687 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%)  Legend: - Demand - Level of service - Renewal	Demand \$7,094 \$7,329 Level of service \$18,010 \$22,782 Renewals \$45,593 \$25,699	

New Plymouth District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	90,100	58,000
Population change from 2024 to 2025 (%)	-0.1%	0.5%
Land area (km ²)	2,205.5	2,488.0
Population density (people/km ²)	40.9	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$142,806	\$99,272
Rates change from 2024 to 2025 (%)	11.5%	14.3%
Forecast change for 2026 to 2027 (%)	4.2%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA (S&P)	N/A
Net debt/total revenue (%)	-42.1%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	30.2%	11.9%
Debt headroom for 2025 (%)	327.1%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$254,880	\$146,843

Governance	Result	Group median
Elected members (council only)	14	11
Voter turnout in 2025 (%)	46.5%	46.7%
Population/elected members for 2025	6,436	5,577
Mayor/chair remuneration (\$0)	\$179,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	652	362
Personnel costs for 2025 (\$000)	\$61,227	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	90.0%	92.0%
Revenue/operating expenditure for 2024 (%)	107.0%	94.2%
Revenue/operating expenditure for 2025 (%)	111.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	95.3	90.8
	Result	Group median
Building consent processing for 2025 (median days)	11.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$108,990	\$61,383
Actual/planned capital expenditure for 2025 (%)	89.5%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$123,310	\$80,493
Forecast change for 2026 to 2027 (%)	-9.1%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roading - Wastewater - Water - Stormwater - Flood protection - Other capital	Roading \$18,600 \$15,381 Wastewater \$35,783 \$12,252 Water \$15,284 \$10,501 Stormwater \$4,467 \$3,354 Flood protection \$210 \$0 Other capital \$34,646 \$15,597 TOTAL \$108,990 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand \$16,231 \$7,329 Level of service \$49,330 \$22,782 Renewals \$43,429 \$25,699	

Rotorua Lakes District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	78,000	58,000
Population change from 2024 to 2025 (%)	0.8%	0.5%
Land area (km ²)	2,409.3	2,488.0
Population density (people/km ²)	32.4	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$146,057	\$99,272
Rates change from 2024 to 2025 (%)	14.8%	14.3%
Forecast change for 2026 to 2027 (%)	7.1%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (Fitch)	N/A
Net debt/total revenue (%)	205.8%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-0.4%	11.9%
Debt headroom for 2025 (%)	79.2%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$220,300	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	43.5%	46.7%
Population/elected members for 2025	7,800	5,577
Mayor/chair remuneration (\$0)	\$177,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	492	362
Personnel costs for 2025 (\$000)	\$43,240	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	96.0%	92.0%
Revenue/operating expenditure for 2024 (%)	99.0%	94.2%
Revenue/operating expenditure for 2025 (%)	102.0 %	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	91	90.8
	Result	Group median
Building consent processing for 2025 (median days)	11.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$98,440	\$61,383
Actual/planned capital expenditure for 2025 (%)	81.3%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$72,317	\$80,493
Forecast change for 2026 to 2027 (%)	-50.3%	-10.1%

Capital expenditure by activity for 2025 (\$000)		Result	Group median
Capital Expenditure by activity (%) 0.0% 9.9% 30.5% 9.9% 40.0% ■ Roading ■ Wastewater ■ Water ■ Stormwater	Roading	\$9,710	\$15,381
	Wastewater	\$30,034	\$12,252
	Water	\$9,706	\$10,501
	Stormwater	\$9,626	\$3,354
	Flood protection	\$0	\$0
	Other capital	\$39,364	\$15,597
	TOTAL	\$98,440	N/A

Capital expenditure by application for 2025 (\$000)		Result	Group median
Capital Expenditure by application (%)	Demand	\$7,564	\$7,329
	Level of service	\$63,016	\$22,782
	Renewals	\$27,860	\$25,699

7.7%

28.3%

64.0%

■ Demand ■ Level of service ■ Renewal

Selwyn District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	87,600	58,000
Population change from 2024 to 2025 (%)	2.3%	0.5%
Land area (km ²)	6,381.2	2,488.0
Population density (people/km ²)	13.7	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$110,396	\$99,272
Rates change from 2024 to 2025 (%)	19.9%	14.3%
Forecast change for 2026 to 2027 (%)	-18.0%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA+ (Fitch)	N/A
Net debt/total revenue (%)	117.4%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	28.2%	11.9%
Debt headroom for 2025 (%)	167.7%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$223,950	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	48.3%	46.7%
Population/elected members for 2025	8,760	5,577
Mayor/chair remuneration (\$0)	\$167,000	\$163,000

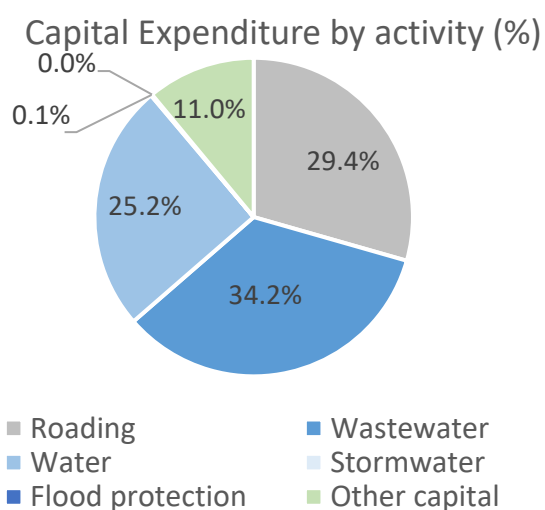
Personnel	Result	Group median
Staff numbers for 2025 (FTE)	474	362
Personnel costs for 2025 (\$000)	\$47,318	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	84.0%	92.0%
Revenue/operating expenditure for 2024 (%)	85.0%	94.2%
Revenue/operating expenditure for 2025 (%)	85.0%	97.0%

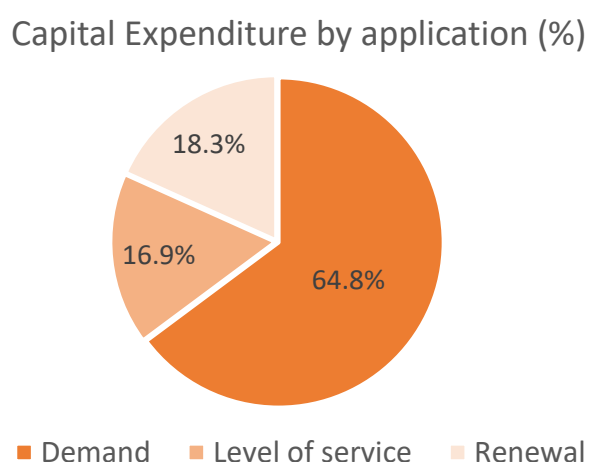
Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	98.8	93.8
	Result	Group median
Building consent processing for 2025 (median days)	4.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$135,732	\$61,383
Actual/planned capital expenditure for 2025 (%)	85.2%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$86,674	\$80,493
Forecast change for 2026 to 2027 (%)	-40.5%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Roading	\$39,937	\$15,381
Wastewater	\$46,415	\$12,252
Water	\$34,236	\$10,501
Stormwater	\$183	\$3,354
Flood protection	\$0	\$0
Other capital	\$14,961	\$15,597
TOTAL	\$135,732	N/A



Capital expenditure by application for 2025 (\$000)	Result	Group median
Demand	\$87,982	\$7,329
Level of service	\$22,943	\$22,782
Renewals	\$24,807	\$25,699



Southland District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	33,900	58,000
Population change from 2024 to 2025 (%)	1.5%	0.5%
Land area (km ²)	29,586.1	2,488.0
Population density (people/km ²)	1.1	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$71,292	\$99,272
Rates change from 2024 to 2025 (%)	13.4%	14.3%
Forecast change for 2026 to 2027 (%)	9.8%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	22.8%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	5.7%	11.9%
Debt headroom for 2025 (%)	152.2%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$120,481	\$146,843

Governance	Result	Group median
Elected members (council only)	12	11
Voter turnout in 2025 (%)	56.1%	46.7%
Population/elected members for 2025	3,558	5,577
Mayor/chair remuneration (\$0)	\$160,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	200	362
Personnel costs for 2025 (\$000)	\$19,759	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	79.0%	92.0%
Revenue/operating expenditure for 2024 (%)	93.0%	94.2%
Revenue/operating expenditure for 2025 (%)	92.0 %	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	96.6	93.8
	Result	Group median
Building consent processing for 2025 (median days)	11.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$44,081	\$61,383
Actual/planned capital expenditure for 2025 (%)	66.1%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$87,484	\$80,493
Forecast change for 2026 to 2027 (%)	26.3%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Rooding - Wastewater - Water - Stormwater - Flood protection - Other capital	Rooding \$18,042 \$15,381 Wastewater \$14,283 \$12,252 Water \$3,864 \$10,501 Stormwater \$1,012 \$3,354 Flood protection \$0 \$0 Other capital \$6,880 \$15,597 TOTAL \$44,081 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand \$0 \$7,329 Level of service \$20,268 \$22,782 Renewals \$23,813 \$25,699	

Taupō District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	42,700	58,000
Population change from 2024 to 2025 (%)	0.9%	0.5%
Land area (km ²)	6,333.3	2,488.0
Population density (people/km ²)	6.7	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$108,369	\$99,272
Rates change from 2024 to 2025 (%)	15.7%	14.3%
Forecast change for 2026 to 2027 (%)	7.5%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA (S&P)	N/A
Net debt/total revenue (%)	68.2%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	14.7%	11.9%
Debt headroom for 2025 (%)	216.8%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$144,260	\$146,843

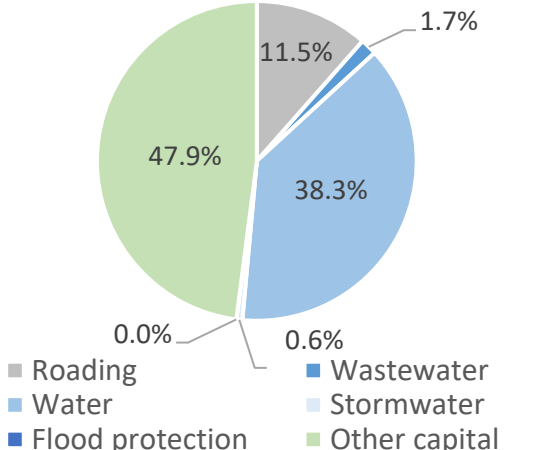
Governance	Result	Group median
Elected members (council only)	12	11
Voter turnout in 2025 (%)	56.1%	46.7%
Population/elected members for 2025	3,558	5,577
Mayor/chair remuneration (\$0)	\$160,000	\$163,000

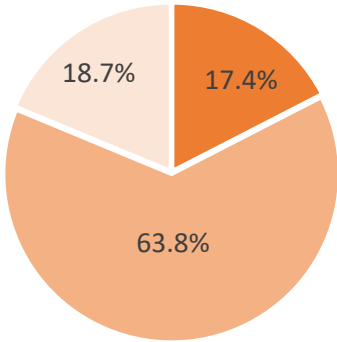
Personnel	Result	Group median
Staff numbers for 2025 (FTE)	382	362
Personnel costs for 2025 (\$000)	\$32,054	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	107.0%	92.0%
Revenue/operating expenditure for 2024 (%)	93.0%	94.2%
Revenue/operating expenditure for 2025 (%)	102.0 %	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	96	90.8
	Result	Group median
Building consent processing for 2025 (median days)	10.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$78,683	\$61,383
Actual/planned capital expenditure for 2025 (%)	118.1%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$80,206	\$80,493
Forecast change for 2026 to 2027 (%)	19.3%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%)  Legend: - Roading - Water - Flood protection - Wastewater - Stormwater - Other capital	Roading \$9,056 \$15,381 Wastewater \$1,314 \$12,252 Water \$30,113 \$10,501 Stormwater \$472 \$3,354 Flood protection \$0 \$0 Other capital \$37,728 \$15,597 TOTAL \$78,683 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%)  Legend: - Demand - Level of service - Renewal	Demand \$13,727 \$7,329 Level of service \$50,208 \$22,782 Renewals \$14,748 \$25,699	

Thames-Coromandel District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	32,200	58,000
Population change from 2024 to 2025 (%)	-0.3%	0.5%
Land area (km ²)	2,207.6	2,488.0
Population density (people/km ²)	14.6	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$107,367	\$99,272
Rates change from 2024 to 2025 (%)	14.1%	14.3%
Forecast change for 2026 to 2027 (%)	4.5%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	42.4%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-0.8%	11.9%
Debt headroom for 2025 (%)	132.6%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$143,747	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	51.6%	46.7%
Population/elected members for 2025	3,220	5,577
Mayor/chair remuneration (\$0)	\$159,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	248	362
Personnel costs for 2025 (\$000)	\$26,429	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	94.0%	92.0%
Revenue/operating expenditure for 2024 (%)	101.0%	94.2%
Revenue/operating expenditure for 2025 (%)	108.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	80.9	90.8
	Result	Group median
Building consent processing for 2025 (median days)	8.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$45,429	\$61,383
Actual/planned capital expenditure for 2025 (%)	91.3%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$58,699	\$80,493
Forecast change for 2026 to 2027 (%)	3.7%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) 0.0% 3.0% 18.4% 43.7% 24.9% 9.9% ■ Roding ■ Wastewater ■ Water ■ Stormwater ■ Flood protection ■ Other capital	Roding \$19,867 \$15,381 Wastewater \$4,506 \$12,252 Water \$11,326 \$10,501 Stormwater \$1,362 \$3,354 Flood protection \$0 \$0 Other capital \$8,368 \$15,597 TOTAL \$45,429 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) 3.1% 37.1% 59.8% ■ Demand ■ Level of service ■ Renewal	Demand \$1,422 \$7,329 Level of service \$16,852 \$22,782 Renewals \$27,156 \$25,699	

Timaru District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	49,500	58,000
Population change from 2024 to 2025 (%)	0.2%	0.5%
Land area (km ²)	2,732.3	2,488.0
Population density (people/km ²)	18.1	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$81,075	\$99,272
Rates change from 2024 to 2025 (%)	16.0%	14.3%
Forecast change for 2026 to 2027 (%)	9.3%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (Fitch)	N/A
Net debt/total revenue (%)	134.3%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-5.8%	11.9%
Debt headroom for 2025 (%)	150.7%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$141,508	\$146,843

Governance	Result	Group median
Elected members (council only)	9	11
Voter turnout in 2025 (%)	48.4%	46.7%
Population/elected members for 2025	5,500	5,577
Mayor/chair remuneration (\$0)	\$162,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	306	362
Personnel costs for 2025 (\$000)	\$31,774	\$34,504

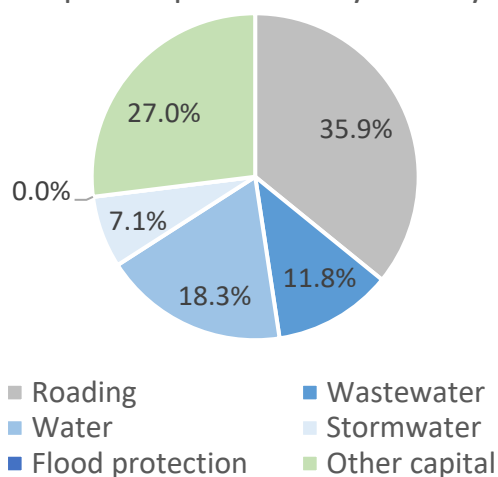
Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	81.0%	92.0%
Revenue/operating expenditure for 2024 (%)	87.0%	94.2%
Revenue/operating expenditure for 2025 (%)	94.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	94.8	90.8
	Result	Group median
Building consent processing for 2025 (median days)	5.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$46,337	\$61,383
Actual/planned capital expenditure for 2025 (%)	49.2%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$118,573	\$80,493
Forecast change for 2026 to 2027 (%)	47.9%	-10.1%

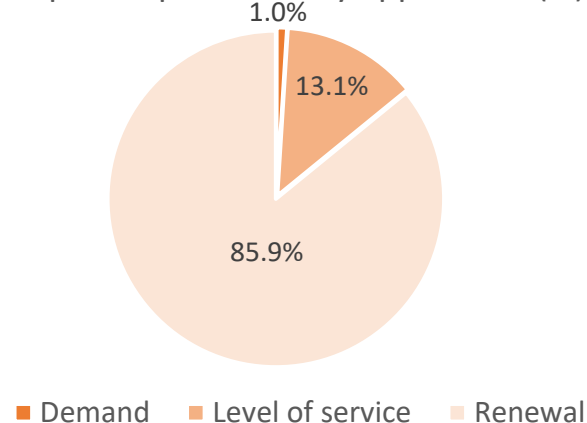
Capital expenditure by activity for 2025 (\$000)	Result	Group median
Roading	\$16,614	\$15,381
Wastewater	\$5,447	\$12,252
Water	\$8,482	\$10,501
Stormwater	\$3,302	\$3,354
Flood protection	\$0	\$0
Other capital	\$12,492	\$15,597
TOTAL	\$46,337	N/A

Capital Expenditure by activity (%)



Capital expenditure by application for 2025 (\$000)	Result	Group median
Demand	\$463	\$7,329
Level of service	\$6,075	\$22,782
Renewals	\$39,799	\$25,699

Capital Expenditure by application (%)



Waikato District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	91,100	58,000
Population change from 2024 to 2025 (%)	1.0%	0.5%
Land area (km ²)	4,404.1	2,488.0
Population density (people/km ²)	20.7	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$139,338	\$99,272
Rates change from 2024 to 2025 (%)	124.5%	14.3%
Forecast change for 2026 to 2027 (%)	-20.9%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA+ (Fitch)	N/A
Net debt/total revenue (%)	98.5%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	9.7%	11.9%
Debt headroom for 2025 (%)	186.5%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$226,110	\$146,843

Governance	Result	Group median
Elected members (council only)	13	11
Voter turnout in 2025 (%)	34.8%	46.7%
Population/elected members for 2025	7,008	5,577
Mayor/chair remuneration (\$0)	\$175,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	441	362
Personnel costs for 2025 (\$000)	\$49,150	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	101.0%	92.0%
Revenue/operating expenditure for 2024 (%)	96.0%	94.2%
Revenue/operating expenditure for 2025 (%)	96.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	94.3	93.8
	Result	Group median
Building consent processing for 2025 (median days)	11.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$106,443	\$61,383
Actual/planned capital expenditure for 2025 (%)	73.6%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$56,421	\$80,493
Forecast change for 2026 to 2027 (%)	-64.6%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roding - Wastewater - Water - Stormwater - Flood protection - Other capital	Roding Wastewater Water Stormwater Flood protection Other capital TOTAL	\$15,381 \$12,252 \$10,501 \$3,354 \$0 \$15,597 N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand Level of service Renewals	\$7,329 \$22,782 \$25,699

Waimakariri District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	69,800	58,000
Population change from 2024 to 2025 (%)	1.2%	0.5%
Land area (km ²)	2,217.1	2,488.0
Population density (people/km ²)	31.5	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$99,555	\$99,272
Rates change from 2024 to 2025 (%)	12.3%	14.3%
Forecast change for 2026 to 2027 (%)	7.9%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA (Fitch)	N/A
Net debt/total revenue (%)	129.7%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	-4.7%	11.9%
Debt headroom for 2025 (%)	155.3%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$170,453	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	43.1%	46.7%
Population/elected members for 2025	6,980	5,577
Mayor/chair remuneration (\$0)	\$165,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	419	362
Personnel costs for 2025 (\$000)	\$42,966	\$34,504

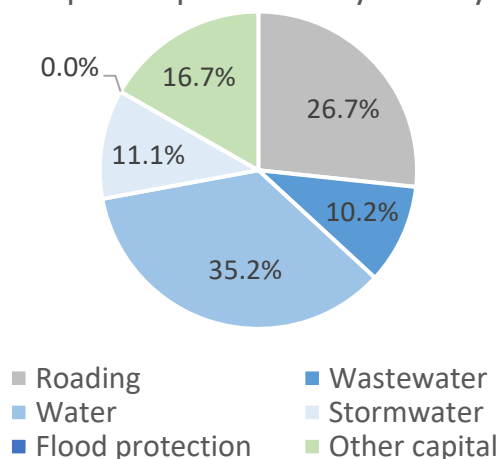
Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	87.0%	92.0%
Revenue/operating expenditure for 2024 (%)	84.0%	94.2%
Revenue/operating expenditure for 2025 (%)	85.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	98.8	90.8
	Result	Group median
Building consent processing for 2025 (median days)	7.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$55,641	\$61,383
Actual/planned capital expenditure for 2025 (%)	63.8%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$92,979	\$80,493
Forecast change for 2026 to 2027 (%)	3.1%	-10.1%

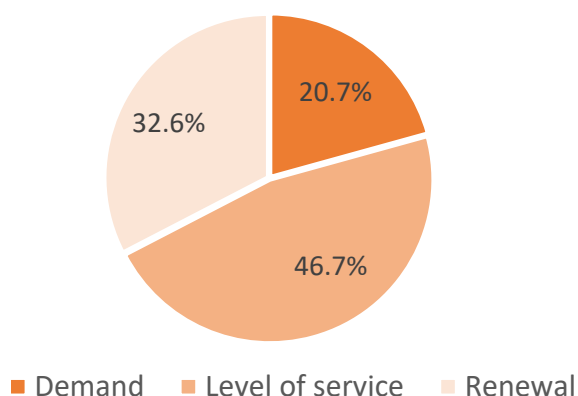
Capital expenditure by activity for 2025 (\$000)	Result	Group median
Roading	\$14,849	\$15,381
Wastewater	\$5,660	\$12,252
Water	\$19,613	\$10,501
Stormwater	\$6,202	\$3,354
Flood protection	\$0	\$0
Other capital	\$9,317	\$15,597
TOTAL	\$55,641	N/A

Capital Expenditure by activity (%)



Capital expenditure by application for 2025 (\$000)	Result	Group median
Demand	\$11,520	\$7,329
Level of service	\$25,980	\$22,782
Renewals	\$18,141	\$25,699

Capital Expenditure by application (%)



Waipā District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	62,200	58,000
Population change from 2024 to 2025 (%)	1.1%	0.5%
Land area (km ²)	1,470.1	2,488.0
Population density (people/km ²)	42.3	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$84,212	\$99,272
Rates change from 2024 to 2025 (%)	15.6%	14.3%
Forecast change for 2026 to 2027 (%)	11.9%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (Fitch)	N/A
Net debt/total revenue (%)	248.0%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	31.6%	11.9%
Debt headroom for 2025 (%)	37.0%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$179,119	\$146,843

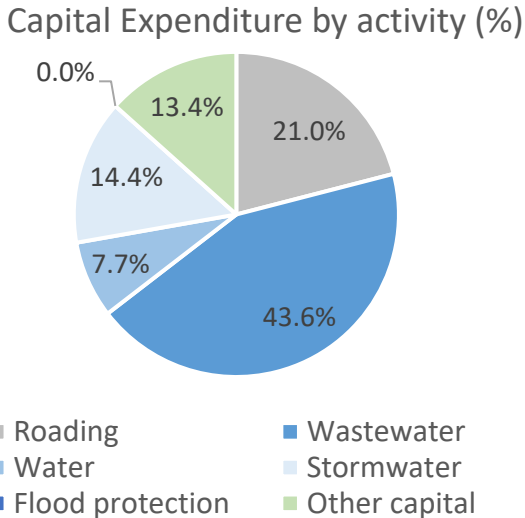
Governance	Result	Group median
Elected members (council only)	11	11
Voter turnout in 2025 (%)	41.9%	46.7%
Population/elected members for 2025	5,655	5,577
Mayor/chair remuneration (\$0)	\$162,000	\$163,000

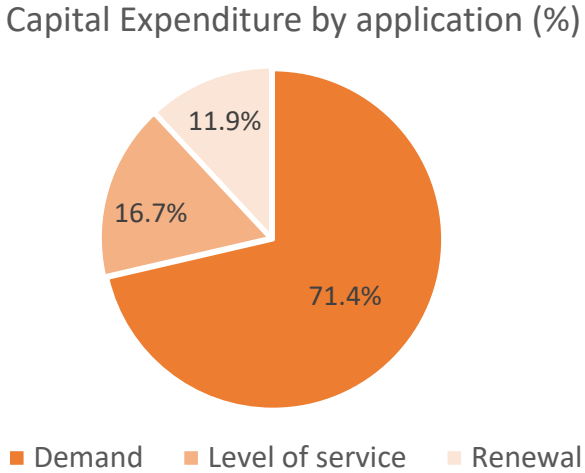
Personnel	Result	Group median
Staff numbers for 2025 (FTE)	341	362
Personnel costs for 2025 (\$000)	\$35,385	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	81.0%	92.0%
Revenue/operating expenditure for 2024 (%)	93.0%	94.2%
Revenue/operating expenditure for 2025 (%)	78.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	91.8	90.8
	Result	Group median
Building consent processing for 2025 (median days)	4.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$121,479	\$61,383
Actual/planned capital expenditure for 2025 (%)	79.6%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$124,850	\$80,493
Forecast change for 2026 to 2027 (%)	-24.9%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%)  0.0% 13.4% 21.0% 43.6% 14.4% 7.7% ■ Rooding ■ Wastewater ■ Water ■ Stormwater ■ Flood protection ■ Other capital	Rooding \$25,481 \$15,381 Wastewater \$52,938 \$12,252 Water \$9,311 \$10,501 Stormwater \$17,517 \$3,354 Flood protection \$0 \$0 Other capital \$16,232 \$15,597 TOTAL \$121,479 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%)  11.9% 16.7% 71.4% ■ Demand ■ Level of service ■ Renewal	Demand \$86,704 \$7,329 Level of service \$20,265 \$22,782 Renewals \$14,510 \$25,699	

Western Bay of Plenty District Council



Ministry for Cities, Environment,
Regions & Transport

Small Metro/Large Provincial Group

Demographics	Result	Group median
Estimated population (2025)	60,100	58,000
Population change from 2024 to 2025 (%)	0.3%	0.5%
Land area (km ²)	1,944.4	2,488.0
Population density (people/km ²)	30.9	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$98,988	\$99,272
Rates change from 2024 to 2025 (%)	14.0%	14.3%
Forecast change for 2026 to 2027 (%)	6.8%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (S&P)	N/A
Net debt/total revenue (%)	84.6%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	4.8%	11.9%
Debt headroom for 2025 (%)	200.4%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$149,760	\$146,843

Governance	Result	Group median
Elected members (council only)	9	11
Voter turnout in 2025 (%)	38.2%	46.7%
Population/elected members for 2025	6,678	5,577
Mayor/chair remuneration (\$0)	\$164,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	314	362
Personnel costs for 2025 (\$000)	\$33,622	\$34,504

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	102.0%	92.0%
Revenue/operating expenditure for 2024 (%)	86.0%	94.2%
Revenue/operating expenditure for 2025 (%)	123.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	84.4	90.8
	Result	Group median
Building consent processing for 2025 (median days)	12.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$135,867	\$61,383
Actual/planned capital expenditure for 2025 (%)	107.6%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$116,680	\$80,493
Forecast change for 2026 to 2027 (%)	-11.7%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital Expenditure by activity (%) Legend: - Roding - Water - Flood protection - Wastewater - Stormwater - Other capital	Roding \$62,563 \$15,381 Wastewater \$14,240 \$12,252 Water \$25,918 \$10,501 Stormwater \$11,607 \$3,354 Flood protection \$0 \$0 Other capital \$21,539 \$15,597 TOTAL \$135,867 N/A	

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: - Demand - Level of service - Renewal	Demand \$65,876 \$7,329 Level of service \$22,621 \$22,782 Renewals \$47,370 \$25,699	

Whakatāne District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	38,400	58,000
Population change from 2024 to 2025 (%)	0.3%	0.5%
Land area (km ²)	4,444.5	2,488.0
Population density (people/km ²)	8.6	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$63,700	\$99,272
Rates change from 2024 to 2025 (%)	16.5%	14.3%
Forecast change for 2026 to 2027 (%)	9.2%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (Fitch)	N/A
Net debt/total revenue (%)	153.9%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	22.5%	11.9%
Debt headroom for 2025 (%)	131.1%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$116,316	\$146,843

Governance	Result	Group median
Elected members (council only)	10	11
Voter turnout in 2025 (%)	49.2%	46.7%
Population/elected members for 2025	3,840	5,577
Mayor/chair remuneration (\$0)	\$161,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	308	362
Personnel costs for 2025 (\$000)	\$29,346	\$34,504

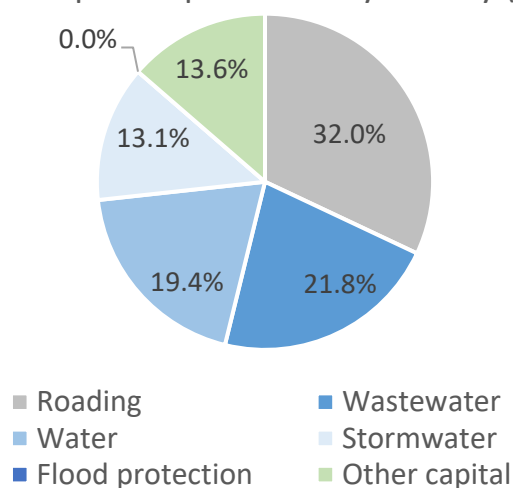
Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	92.0%	92.0%
Revenue/operating expenditure for 2024 (%)	96.0%	94.2%
Revenue/operating expenditure for 2025 (%)	95.0%	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	94.2	90.8
	Result	Group median
Building consent processing for 2025 (median days)	4.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$48,149	\$61,383
Actual/planned capital expenditure for 2025 (%)	87.6%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$59,347	\$80,493
Forecast change for 2026 to 2027 (%)	3.4%	-10.1%

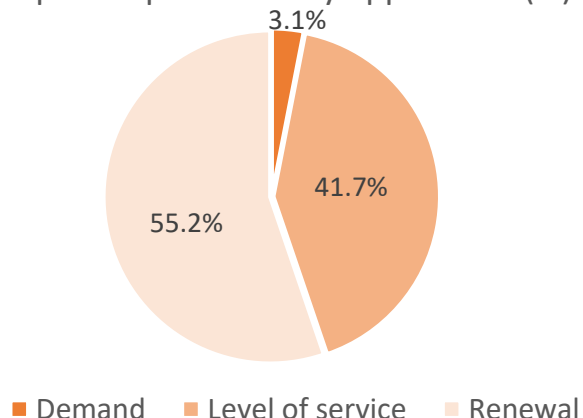
Capital expenditure by activity for 2025 (\$000)	Result	Group median
Roading	\$15,411	\$15,381
Wastewater	\$10,508	\$12,252
Water	\$9,357	\$10,501
Stormwater	\$6,310	\$3,354
Flood protection	\$0	\$0
Other capital	\$6,563	\$15,597
TOTAL	\$48,149	N/A

Capital Expenditure by activity (%)



Capital expenditure by application for 2025 (\$000)	Result	Group median
Demand	\$1,474	\$7,329
Level of service	\$20,084	\$22,782
Renewals	\$26,591	\$25,699

Capital Expenditure by application (%)



Whanganui District Council

Small Metro/Large Provincial Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	49,200	58,000
Population change from 2024 to 2025 (%)	0.2%	0.5%
Land area (km ²)	2,373.2	2,488.0
Population density (people/km ²)	20.7	19.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$82,121	\$99,272
Rates change from 2024 to 2025 (%)	12.0%	14.3%
Forecast change for 2026 to 2027 (%)	7.6%	7.5%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (S&P)	N/A
Net debt/total revenue (%)	139.7%	118.8%
Net debt/total revenue change 2024 to 2025 (%)	4.9%	11.9%
Debt headroom for 2025 (%)	145.3%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$133,161	\$146,843

Governance	Result	Group median
Elected members (council only)	12	11
Voter turnout in 2025 (%)	50.8%	46.7%
Population/elected members for 2025	4,100	5,577
Mayor/chair remuneration (\$0)	\$166,000	\$163,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	297	362
Personnel costs for 2025 (\$000)	\$28,381	\$34,504

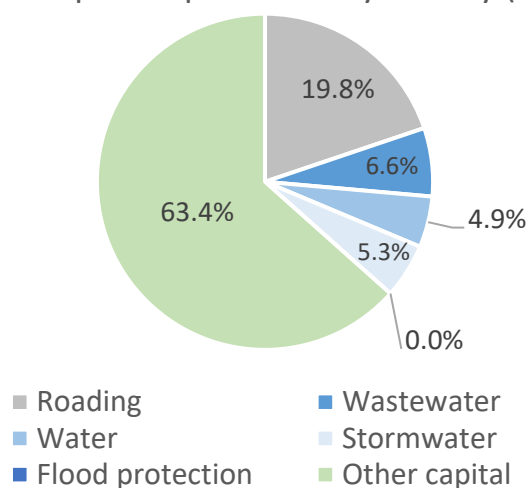
Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	100.0%	92.0%
Revenue/operating expenditure for 2024 (%)	95.0%	94.2%
Revenue/operating expenditure for 2025 (%)	98.0 %	97.0%

Service delivery	Result	Peer group
Road Pavement Integrity Index for 2025	95.1	90.8
	Result	Group median
Building consent processing for 2025 (median days)	6.0	7.5

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$46,367	\$61,383
Actual/planned capital expenditure for 2025 (%)	140.9%	72.9%
Forecast capital expenditure for 2027 (\$000)	\$37,331	\$80,493
Forecast change for 2026 to 2027 (%)	7.4%	-10.1%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Roading	\$9,191	\$15,381
Wastewater	\$3,053	\$12,252
Water	\$2,276	\$10,501
Stormwater	\$2,444	\$3,354
Flood protection	\$0	\$0
Other capital	\$29,403	\$15,597
TOTAL	\$46,367	N/A

Capital Expenditure by activity (%)



Capital expenditure by application for 2025 (\$000)	Result	Group median
Demand	\$1,057	\$7,329
Level of service	\$29,873	\$22,782
Renewals	\$15,437	\$25,699

Capital Expenditure by application (%)

