



Our Work in Detail

Ngā taipitopito mahi





INTRODUCTION TO OUR WORK IN DETAIL

Council manages a wide range of services and facilities on behalf of the community. In total, we manage 29 activities which are supported by 7 internal activities (Corporate and District Activities). These activities are divided into 11 Groups. We are also a shareholding partner in 4 further activities known as Council Controlled Organisations (CCOs).

This chapter of the Long Term Plan provides detailed information on each of our activities such as why we undertake the activity, what we are going to deliver in the coming ten years, what it will cost and any key performance measures.

This chapter also includes “Funding Impact Statements” for the Council overall and for each Group of Activities. These statements indicate the cost for each of the coming ten years and how those costs will be funded.

A note on performance measures: Our LTP contains a selection of key performance measures, some of which are specifically required by legislation. These selected measures are intended to provide a general indication to the public of whether our services are on track. Our day-to-day delivery of services relies on a significantly wider and more detailed performance framework than those included in this Long Term Plan.

OUR ACTIVITY STRUCTURE

Groups of Activities

Our activities are organised into 11 groups. Each Group includes a Funding Impact Statement indicating what the work of that Group will cost for each of the coming ten years and how it will be paid for.

Activities

We deliver 29 activities supported by 7 internal (Corporate and District) activities.

Each specific activity section sets out information covering: what we do, why we do it, what services and projects are planned for the coming ten years, what the activity will cost, and how we will monitor performance.

LEADERSHIP

- Governance
- Community Support
- Strategy and Policy

ROADS AND FOOTPATHS

- Transport Networks
- Parking Enforcement

WATER SUPPLY

- Water Supply

SEWAGE TREATMENT AND DISPOSAL

- Sewage Treatment and Disposal

STORMWATER DRAINAGE

- Stormwater Drainage

SOLID WASTE

- Solid Waste

ENVIRONMENTAL SUSTAINABILITY

- Resource Management – Policy
- Resource Management – Consents

COMMUNITY SAFETY

- Licensing (Alcohol and Gambling)
- Environmental Health and Regulation Monitoring
- Building
- Animal Control
- Emergency Management

DISTRICT GROWTH

- Business and Economic Development
- Events and Tourism
- Strategic Property

RECREATION AND COMMUNITY SERVICES

- Libraries
- Museum and Arts
- Halls
- Parks, Reserves, Recreation and Sportsfields
- Cemeteries and Crematorium
- Public Conveniences
- Whakatāne Holiday Park
- Aquatic Centres
- Ports and Harbours
- Community Development

CORPORATE AND DISTRICT ACTIVITIES (INTERNAL)

Our services, facilities and projects are supported by 7 Corporate and District activities. These are sometimes referred to as internal activities. In this chapter of the LTP you will find similar information as that provided for our other “Activities” and “Groups of Activities”.

- Customer Services
- Public Affairs
- People and Capability
- Finance
- Corporate Information
- Corporate Property
- District Income and Expenditure

COUNCIL CONTROLLED ORGANISATIONS

We are a shareholder in 4 CCOs. Each CCO section includes a range of information describing the CCO, what services it provides, who the CCO partners are, how it is funded and how performance will be monitored.

- Whakatāne Airport
- Toi Economic Development Agency
- Bay of Plenty Local Authority Shared Service Ltd
- Local Government Funding Agency Ltd

WHOLE OF COUNCIL FUNDING IMPACT STATEMENT 2018-28

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
	SOURCES OF OPERATING FUNDING										
21,038	General rates, uniform annual general charges, rates penalties	22,313	22,627	23,145	23,148	23,322	23,728	24,123	24,176	24,784	25,096
22,235	Targeted rates	22,592	23,567	24,610	25,551	26,439	27,328	27,952	28,751	29,184	29,834
3,770	Subsidies and grants for operating purposes	4,087	4,180	4,277	4,206	4,207	4,305	4,407	4,514	4,624	4,741
7,496	Fees and charges	7,617	7,691	7,878	8,070	8,280	8,487	8,688	8,862	9,087	9,276
47	Interest and dividends from investments	50	46	47	48	49	50	51	52	53	54
2,859	Local authorities fuel tax, fines, infringement fees, and other receipts	1,786	1,881	1,868	1,908	2,001	1,990	2,035	2,141	2,131	2,180
57,444	Total operating funding (A)	58,445	59,991	61,825	62,930	64,297	65,888	67,255	68,497	69,864	71,181
	APPLICATIONS OF OPERATING FUNDING										
41,790	Payments to staff and suppliers	41,847	42,253	43,278	44,105	45,225	46,357	47,174	48,389	49,659	50,680
2,695	Finance costs	2,561	2,495	2,656	2,714	2,530	2,373	2,389	2,355	2,295	2,313
1,050	Other operating funding applications	850	908	926	944	964	984	1,005	1,026	1,048	1,071
45,535	Total applications of operating funding (B)	45,257	45,656	46,860	47,763	48,719	49,715	50,568	51,770	53,002	54,064
11,909	Surplus (deficit) of operating funding (A-B)	13,188	14,335	14,966	15,167	15,578	16,174	16,688	16,726	16,861	17,117
	SOURCES OF CAPITAL FUNDING										
6,323	Subsidies and grants for capital expenditure	15,814	7,561	9,763	5,466	5,005	4,823	8,325	9,923	5,525	5,706
94	Development and financial contributions	1,064	131	134	137	140	144	147	386	155	159
(7,986)	Increase (decrease) in debt	2,534	2,363	994	20	306	689	166	96	(506)	1,431
7,000	Gross proceeds from sale of assets	565	2,000	-	2,200	2,500	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
5,430	Total sources of capital funding (C)	19,977	12,055	10,890	7,823	7,951	5,655	8,638	10,405	5,173	7,295
	APPLICATIONS OF CAPITAL FUNDING										
	Capital expenditure										
955	- to meet additional demand	3,051	4,208	3,448	1,202	863	1,101	1,028	1,270	1,630	1,791
8,654	- to improve level of service	15,494	7,407	9,145	6,325	7,016	7,690	8,298	8,562	6,592	7,891
14,889	- to replace existing assets	11,126	11,127	17,404	12,432	10,051	11,841	18,022	13,938	11,919	14,972
(7,158)	Increase (decrease) in reserves	3,495	3,648	(4,140)	3,031	5,599	1,197	(2,022)	3,361	1,894	(241)
	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
17,340	Total applications of capital funding (D)	33,166	26,390	25,856	22,990	23,529	21,829	25,326	27,132	22,035	24,412
(11,909)	Surplus (deficit) of capital funding (C-D)	(13,188)	(14,335)	(14,966)	(15,167)	(15,578)	(16,174)	(16,688)	(16,726)	(16,861)	(17,117)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

EXPLANATION OF CATEGORIES IN THE FUNDING IMPACT STATEMENTS

OPERATIONAL	
Sources of Operating Funding (Revenue)	
General rates, uniform annual general charges, rates penalties	Income from general rates charged on the capital value of all properties within the District, fixed charges across the whole district (UAGC), and penalties for late payment of rates.
Targeted rates	Rates where the benefit or use of a service can be assigned to specific households or communities, such as stormwater or district growth. Includes targeted rates for water supply.
Subsidies and grants for operating purposes	Money received from other organisations that contribute to the operational cost of the service.
Fees and charges	Includes admission charges for Council facilities and regulatory fees e.g. permits, dog registration.
Internal charges and overheads recovered	Money received from other departments of the Council such as overheads and direct costs.
Interest and dividends from investments	Money earned from our savings and investments through interest and dividend payments.
Local authorities fuel tax, fines, infringement fees, and other receipts	Miscellaneous income from other sources generally not of a significant nature e.g. local authority petrol tax.
Total Operating Funding	Total income from the day to day operation of this activity.
Applications of Operating Funding (Expenditure)	
Payments to staff and suppliers	The day to day cost of running this activity e.g. salaries and wages, materials and services.
Finance costs	Interest payments we make on funds borrowed (loans).
Internal charges and overheads applied	Money paid to other departments of the Council such as overheads and direct costs.
Other operating funding applications	Miscellaneous expenses including bad debt expense, rates remissions and loss on disposal of assets.
Total Applications of Operating Funding	Total operating expenditure for this activity
Surplus (Deficit) of Operating Funding	Total revenue less total expenditure.
CAPITAL	
Sources of Capital Funding	
Subsidies and grants for capital expenditure	Money received from other organisations that contribute to the capital cost of the service.
Development and Financial Contributions	Money paid by developers towards providing assets or extending existing assets to cater for increased demand due to growth, e.g. extending sewerage systems.
Increase (decrease) in debt	Borrowing money to pay for new assets, parts of assets or to fund temporary deficits, less loan repayments.
Gross proceeds from the sale of assets	Revenue to be raised from the sale of assets belonging to this activity.
Lump sum contributions	Payments made by an eligible ratepayer for the purposes of contributing to a capital project. However, we do not accept lump sum contributions for targeted rates.
Other dedicated capital funding	These largely relate to earthquake recoveries and are generally only relevant to Christchurch and the Canterbury region.
Total Sources of Capital Funding	Total capital funding for this activity.
Applications of Capital Funding	
Capital expenditure	Capital expenditure creating a completely new asset or extending or renewing an existing asset to provide the same or greater service than it currently provides e.g. extending a sewer pipe to increase capacity. The expenditure is split to fund level of service improvements versus population growth and/or renewal works. While a lot of our capital projects contribute to more than one of these drivers, legislation requires us to allocate each project to just one driver in the Funding Impact Statements.
Increase (decrease) in reserves	Transferring money into and from a reserve account held for a special purpose. Includes: transferring development contribution revenue to development contribution reserves; using funds from depreciation reserves, and using funds from operational reserves to provide or to assist with maintaining existing assets or services.
Increase (decrease) of investments	Net movement of investments.
Total Applications of Capital Funding	Total capital expenditure for this activity.
Surplus (Deficit) of Capital Funding	Sources of capital funding less applications of capital funding.
Funding Balance	Net operating funding less net capital funding.

LEADERSHIP

Te Poumanukura

GOVERNANCE
COMMUNITY SUPPORT
STRATEGY AND POLICY



10 Councillors and the Mayor
REPRESENTING OUR DISTRICT

27 Elected Community Board members
REPRESENTING OUR FOUR WARDS

4 Community Boards

Leadership
Roads & Footpaths
Water Supply
Sewage Treatment & Disposal
Stormwater Drainage
Solid Waste
Environmental Sustainability
Community Safety
District Growth
Recreation & Community Services
Corporate & District Activities
Council Controlled Organisations

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Leadership
Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
2,899	General rates, uniform annual general charges, rates penalties	2,964	2,956	3,006	3,112	3,130	3,174	3,287	3,317	3,493	3,603
334	Targeted Rates	334	339	344	350	358	364	371	379	386	393
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
4	Local authorities fuel tax, fines, infringement fees, and other receipts	2	53	2	2	56	2	2	60	2	2
3,236	Total operating funding (A)	3,299	3,347	3,352	3,464	3,544	3,541	3,660	3,756	3,881	3,999
APPLICATIONS OF OPERATING FUNDING											
2,087	Payments to staff and suppliers	2,141	2,171	2,150	2,234	2,287	2,259	2,356	2,425	2,531	2,626
4	Finance costs	3	3	3	3	3	2	2	2	2	1
990	Internal charges & overheads applied	1,092	1,108	1,129	1,145	1,166	1,189	1,208	1,232	1,258	1,285
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
3,082	Total applications of operating funding (B)	3,236	3,282	3,282	3,382	3,455	3,450	3,566	3,659	3,791	3,913
155	Surplus (deficit) of operating funding (A-B)	63	65	70	82	89	91	94	97	90	86
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(6)	Increase (decrease) in debt	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(6)	Total sources of capital funding (C)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve level of service	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
149	Increase (decrease) in reserves	58	59	65	77	84	85	88	92	85	80
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
149	Total applications of capital funding (D)	58	59	65	77	84	85	88	92	85	80
(155)	Surplus (deficit) of capital funding (C-D)	(63)	(65)	(70)	(82)	(89)	(91)	(94)	(97)	(90)	(86)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

GOVERNANCE

Mana Whakahaere



Community Outcomes

Objective

Elected members are effective, responsible and accountable decision makers.

What we do

The elected members are chosen by you every three years to provide governance over the activities, services, and projects of Council. They must represent their communities and make decisions in an open, transparent and accountable manner. This activity supports the decision-making processes of elected members and makes sure decisions are made in accordance with guiding legislation.

Further information and key documents:

- Whakatāne District Local Governance Statement
- Elected member profiles and contact details are available on our website.

Measuring progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with the performance of the Mayor and Councillors	79%	75-79%	75-79%	75-79%	75-79%

Cost for 2018-28

Operating cost: \$13.4 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Support the decision-making process and records management for Council and Committees of Council.	2018-28
Support the decision-making process and records management for Community Boards.	2018-28
Manage local body elections every three years for Council and Community Boards.	2019, 2022, 2025 and 2028
Manage any by-elections and referendums as required.	As required
Provide Mayoral mentoring and leadership programmes.	2018-28

COMMUNITY SUPPORT

Tautoko o te hapori



Community Outcomes

Objective

To recognise, support and celebrate local volunteers for their contribution to the wellbeing of the District.

What we do

The Council recognises and appreciates the significant voluntary contribution that local groups, organisations and individuals make to the well-being of our communities and District. This activity provides support for the work of volunteers and helps to recognise and celebrate their efforts. It also manages civic ceremonies and partner-city relationships. This activity works in partnership with a number of other entities including Trustpower, Creative New Zealand, Sport New Zealand, and others.

Further information and key documents:

- Community Funding Policy
- Annual Grants application forms

Cost for 2018-28

Operating cost: \$2.45 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Provide civic ceremonies and commemorations (such as ANZAC, citizenship, and over 80's morning tea)	2018-28 Annually
Plan and deliver annual events to celebrate Council volunteers and young achievers.	2018-28 Annually
Provide community grants and subsidised facility rental to community organisations and volunteer groups.	2018-28 Annually and 3 yearly
Provide an Environment and Heritage Fund to encourage and support the protection of privately owned heritage features.	2018-28 Annually
Provide annual discretionary funds to Community Boards to support events and community projects within their ward boundaries.	2018-28 Annually
Support friendship/sister city relationships with Kamagaya and Shibukawa in Japan, and developing relationships with Fujiang and Fuzhou in China.	2018-28 As required

STRATEGY AND POLICY

Rautaki me ngā kaupapa here



Community Outcomes

Objective

To deliver strategies, policies, plans and bylaws that provide a sustainable, effective and appropriate direction for our communities and District.

What we do

This activity delivers evidence-based strategic advice to support Council’s direction setting and decision-making processes. This activity develops Council strategies, policies, bylaws and reviews these where required. The activity coordinates the development of long-term plans, annual plans, and annual reports as guided by the Local Government Act 2002. It also provides research and strategic support to other functions across Council. This enables the Council to make effective policy decisions and set a sustainable direction for the future of our communities and District.

Further information and key documents:

- Long Term Plans and Annual Plans
- Annual Reports
- Strategies, Policies and Bylaws

Cost for 2018-28

Operating cost: \$7.32 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Develop Climate Change Action Plan	2018/19
Manage corporate planning processes including Long Term Plan (every 3 years) and Annual Plan (every intervening year)	2018-28 Annually
Manage Annual Report and quarterly performance reporting processes	2018-28 Annually
Review existing strategies and policies (usually to a 3 and 5 year review cycle), including the Gambling Policy, Community Funding Policy, and Local Alcohol Policy	2018-28 As required
Develop new policies and strategies as required	2018-28 As required
Review bylaws (usually to a 5 and 10-year review cycle) and develop new bylaws as required.	2018-28 As required
Support quarterly meetings of Iwi Chairs Forum	2018-28 Quarterly
Undertake research and provide advice to staff and elected members as required	2018-28 As required
Develop submissions to other Council and Central Government processes to advocate for the interests of our District and communities	2018-28 As required
Develop Pre-election Reports (3 yearly)	2019, 2022, 2025 and 2028



ROADS AND FOOTPATHS

Ngā huarahi me ngā ara



TRANSPORT NETWORKS
PARKING ENFORCEMENT

908km OF LOCAL ROADS

10km OF OFF-ROAD CYCLE PATHS

196km OF FOOTPATHS

3,454 STREETLIGHTS

8,240 ROAD SIGNS

What these activities will cost and how we are going to pay for them

AP 2018/19 ANNUAL PLAN		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
(25)	General rates, uniform annual general charges, rates penalties	(25)	(25)	(26)	(26)	(27)	(27)	(28)	(29)	(29)	(30)
6,833	Targeted rates	5,837	6,412	6,550	6,819	7,043	7,323	7,352	7,547	7,680	7,834
3,220	Subsidies and grants for operating purposes	3,685	3,770	3,858	3,684	3,770	3,859	3,952	4,048	4,148	4,255
81	Fees and charges	28	28	29	30	30	31	32	33	33	34
-	Internal charges and overheads recovered	1,482	1,516	1,552	1,587	1,624	1,663	1,703	1,744	1,787	1,833
846	Local authorities fuel tax, fines, infringement fees, and other receipts	603	617	631	646	661	677	693	710	727	746
10,955	Total operating funding (A)	11,610	12,318	12,594	12,739	13,102	13,525	13,703	14,053	14,347	14,672
APPLICATIONS OF OPERATING FUNDING											
6,247	Payments to staff and suppliers	6,112	6,104	6,212	6,489	6,636	6,901	6,947	7,111	7,280	7,460
565	Finance costs	454	452	471	495	523	531	541	556	574	585
1,205	Internal charges & overheads applied	2,381	2,428	2,486	2,525	2,581	2,646	2,692	2,756	2,827	2,856
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
8,017	Total applications of operating funding (B)	8,947	8,984	9,168	9,508	9,740	10,078	10,180	10,422	10,681	10,901
2,938	Surplus (deficit) of operating funding (A-B)	2,664	3,333	3,426	3,231	3,362	3,447	3,523	3,630	3,666	3,771
SOURCES OF CAPITAL FUNDING											
4,413	Subsidies and grants for capital expenditure	15,513	7,423	9,752	5,429	4,995	4,790	5,328	5,438	5,380	5,558
-	Development and financial contributions	13	13	14	14	14	15	15	15	16	16
(191)	Increase (decrease) in debt	(203)	(204)	618	519	244	79	329	307	250	257
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
4,222	Total sources of capital funding (C)	15,323	7,233	10,384	5,962	5,253	4,884	5,673	5,760	5,646	5,831
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
39	- to meet additional demand	1,960	1,451	2,679	523	239	195	199	204	209	215
1,691	- to improve level of service	11,743	3,216	4,543	2,650	2,147	1,727	2,016	2,223	1,995	2,337
5,670	- to replace existing assets	5,098	5,711	5,987	5,444	5,588	5,703	6,289	6,216	6,390	6,288
(240)	Increase (decrease) in reserves	(814)	187	600	576	640	706	692	747	718	764
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
7,160	Total applications of capital funding (D)	17,986	10,566	13,810	9,193	8,615	8,331	9,196	9,390	9,312	9,603
(2,938)	Surplus (deficit) of capital funding (C-D)	(2,664)	(3,333)	(3,426)	(3,231)	(3,362)	(3,447)	(3,523)	(3,630)	(3,666)	(3,771)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

TRANSPORT NETWORKS

Ngā Ara Waka



Community Outcomes

Objective

To provide transport networks that enable the connection and movement of people, goods and services in a safe, efficient and affordable way.

What we do

The transport network is a significant and essential physical resource in the District contributing to the social and economic well-being of residents, visitors and businesses. The roading network is essential to the continued growth and economic success of the Whakatāne District and must be managed safely, efficiently and effectively, now and in the future.

Through this activity we provide transport networks (such as roads, footpaths, cycle ways, parking facilities and bridges), public transport infrastructure (such as bus shelters) and traffic control mechanisms (such as signage, lighting and road markings) and work to implement our Walking and Cycling Strategy. This activity is guided by the Local Government Act 1974 and the Land Transport Management Act 2003.

Further information and key documents:

- Infrastructure Strategy 2018-48
- Transportation Activity Management Plan 2018-28
- Walking and Cycling Strategy

Cost over 2018-28

Operating cost: \$166.7 million

Capital cost: \$101.2 million

The New Zealand Transport Agency (NZTA) provide significant funding towards this activity. This covers 64% of expenditure on our local roading networks.

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Maintenance and renewal of our 908 km road network	Annually
Maintenance of transport assets such as footpaths, signs, lights, road markings, parking facilities and bridges.	Annually
Review and implement the urban walking and cycling strategy	2018-20
Improvements to Bunyan Road East*	2019/20
Road alignment and intersection improvements - Thornton Road, Gorge/Ōhope Road and Wainui Road*	2021-28
Keepa Road and School Links Cyclepath development*	2022-28
Resilience and safety improvements to the Te Urewera Route*	2019-2022
Bridge renewals at Mimiha Stream and Ruatāhuna Road*	2020/21
Walkway lights installation – Whakatāne i-SITE to Boat Ramp*	2018/19

**For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.*

What negative impact this activity might have

While we work to deliver positive outcomes for our communities, some of our activities may have negative impacts. The table to the right shows the possible negative effects of this activity and how we will try to minimise the effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
The maintenance of the roading network may cause a number of nuisances including dust, noise and smells.	Comply with the Resource Management Act, and Local Bylaws during maintenance activities, track and record complaints.
Carrying out road maintenance activities can cause short term delays to traffic	Appropriate temporary traffic management to minimise delays, this could be working outside of peak hour traffic, short detours, or manual traffic control.
The provision of a roading network may encourage increased traffic volumes and increase the levels of emissions.	The provision of a sustainable roading network is essential to the District. The Council also invests in walking and cycling infrastructure.

Measuring progress

The following measures, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with roads in the District, excluding state highways	85%	89-93%	89-93%	89-93%	89-93%
Average quality of ride on a sealed local road network - smooth travel exposure* ^M	92%	89-93%	89-93%	89-93%	89-93%
Percentage of sealed local road network that is resurfaced ^M	6.7%	6-8%	6-8%	6-8%	6-8%
Percentage of qualifying footpaths within the District that fall within the level of service or service standard for the condition of footpaths set out in the Activity Management Plan ^M	100%	100%	100%	100%	100%
Percentage of emergency customer service requests relating to roads and footpaths responded to within 2 hours ^M	89.5%	87-92%	87-92%	87-92%	87-92%
Percentage of all other customer service requests relating to roads and footpaths responded to within 7 days ^M	97.6%	95-100%	95-100%	95-100%	95-100%

* Smooth Travel Exposure indicates the ride quality experienced by motorists. It shows the percentage of vehicle kilometres travelled on smooth, sealed roads.

^M Mandatory performance measure required by Department of Internal Affairs.

PARKING ENFORCEMENT

Whakauruhi tūwaka



Community Outcomes

Objective

To ensure parking spaces in our busiest areas have an appropriate level of turnover and are available for shoppers and businesses.

What we do

We provide parking enforcement services, primarily in the Whakatāne town centre and in Kopeopeo. We undertake this activity at the request of the community and businesses of the CBD, so parking spaces in our busiest areas have an appropriate level of turnover and are available for shoppers and businesses. This activity also helps to ensure vehicles are safe by ensuring they have valid vehicle registration and warrants of fitness. This service is guided by the Council's Traffic and Speed Limits Bylaw, the Land Transport Act 1998, and the New Zealand Traffic Regulations.

Measuring progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Percentage of the time at least two patrols per day are carried out in Whakatāne	90%	90%	90%	90%	90%

Cost over 2018-28

Operating cost: \$1.42 million
Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Patrols for parking, warrant of fitness, and vehicle registration compliance	Week days



WATER SUPPLY

Ngā puna wai



WATER SUPPLY

10 WATER SUPPLY SCHEMES

12,549 WATER CONNECTIONS IN WHAKATĀNE DISTRICT

5.8 MILLION CUBIC METRES OF WATER SUPPLIED PER YEAR

544 KM OF PIPELINES

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Water Supply
Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
5,230	Targeted rates	6,117	5,885	6,035	6,226	6,478	6,720	6,906	7,044	7,142	7,248
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
252	Fees and charges	55	57	58	59	61	62	64	65	67	69
151	Internal charges and overheads recovered	49	55	56	57	58	59	61	62	63	64
11	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
5,644	Total operating funding (A)	6,221	5,996	6,149	6,342	6,597	6,842	7,030	7,171	7,272	7,381
APPLICATIONS OF OPERATING FUNDING											
1,636	Payments to staff and suppliers	1,710	1,717	1,767	1,795	1,878	1,892	1,961	1,981	2,040	2,119
501	Finance costs	460	552	654	702	753	788	817	816	799	774
1,725	Internal charges & overheads applied	1,885	1,925	1,985	2,005	2,052	2,119	2,143	2,196	2,268	2,295
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
3,861	Total applications of operating funding (B)	4,056	4,193	4,406	4,503	4,683	4,800	4,921	4,993	5,107	5,189
1,783	Surplus (deficit) of operating funding (A-B)	2,166	1,803	1,743	1,839	1,914	2,042	2,110	2,179	2,164	2,193
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
17	Development and financial contributions	280	43	44	45	46	47	48	285	50	52
(228)	Increase (decrease) in debt	934	3,096	900	772	774	769	437	(574)	(738)	(511)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(211)	Total sources of capital funding (C)	1,214	3,138	943	817	819	816	485	(290)	(687)	(459)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
152	- to meet additional demand	421	2,390	410	376	353	531	174	89	-	256
403	- to improve level of service	801	1,108	1,061	1,112	1,482	1,422	844	368	198	667
1,361	- to replace existing assets	1,150	1,136	2,722	2,156	1,025	1,973	1,557	746	642	1,111
(343)	Increase (decrease) in reserves	1,007	308	(1,507)	(987)	(127)	(1,069)	20	686	637	(300)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
1,573	Total applications of capital funding (D)	3,379	4,942	2,687	2,656	2,733	2,858	2,595	1,889	1,477	1,734
(1,784)	Surplus (deficit) of capital funding (C-D)	(2,166)	(1,803)	(1,743)	(1,839)	(1,914)	(2,042)	(2,110)	(2,179)	(2,164)	(2,193)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

WATER SUPPLY

Ngā puna wai



Community Outcomes

Objective

To provide safe, reliable and sustainable water supplies to meet community demand and urban firefighting requirements.

What we do

We operate ten different water supply schemes servicing Edgecumbe, Matatā, Murupara, Ōhope, Rangitāiki Plains, Rūātoki, Tāneatua, Te Mahoe, Waimana and Whakatāne. These provide water to over 12,500 households and businesses throughout the District. Our water supply schemes require a large amount of infrastructure including water treatment plants, reservoirs, pump stations, pipe networks, water meters, back flow prevention units, hydrants and more. The water supply systems are designed to treat raw water to make sure it is safe to drink, and to continuously supply this water to users at a suitable pressure and quantity through a piping network. Council's water supply systems also need to provide enough water pressure for firefighting services in urban areas. Council undertakes these water supply activities because of public demand, statutory obligations and duty of care. We work under a Ministry of Health framework to ensure our supplies are meeting the Drinking Water Standards for New Zealand.

Further information and key documents:

- New Zealand Drinking Water Standards 2008
- Infrastructure Strategy 2018-48
- Water Supply Asset Management Plan 2018-28
- Combined Waters Bylaw 2017

In focus - water by meter

Whakatāne, Ōhope, Plains, Rūātoki, and some other commercial properties have metered water connections while others are unmetered. Having meters in place helps to identify where leaks are in the pipe network. It also helps to manage consumption because properties are paying for what they use - average consumption for metered areas is 250 litres, per person, per day, compared to 300 litres in non-metered areas.

Cost over 2018-28

Operating cost: \$60.2 million
Capital cost: \$28.3 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Operation of ten water supply schemes.	Continuous
Maintenance and renewal of water supply plant, pipes, networks and other associated infrastructure*	Daily
Water quality sampling and monitoring	Daily
Continued installation of water meters for unmetered properties*	2020
Upgrades to the Whakatāne Water Treatment Plant*	2019-24
Upgrade of water reservoirs*	2020-26
Upgrades to Murupara water supply reticulation*	2019-24
Ōhope Harbour water pipe upgrade and timber reservoir replacement*	2025-2028

**For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.*

What negative impact this activity might have

While we work to deliver positive outcomes for our communities, some of our activities may have negative impacts. The table below shows the possible negative effects of this activity and how we will try to minimise the effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Over extraction of water.	Comply with Resource Consent conditions on maximum draw. Monitoring of water take and water availability. Use of water restrictions if required.
Potential delivery of contaminated water through our schemes.	Emergency response plans, operational procedures and monitoring of the raw water supplies. Public Health Risk Management Plans.
Insufficient water supplies during times of drought or emergency.	Demand management, through water conservation education, water restrictions and other methods, is used to reduce water demands during drought or emergency. 24 hours' worth of water storage is available for all schemes, except Plains and Edgecumbe. Investigation is underway to improve the security of the water supply source for Whakatāne and Plains area. This study will be considered though the development of the Council's 2018-2028 LTP.

Measuring progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
The extent to which Council's drinking water supplies comply with Part 4 of the Drinking Water Standards (bacteria compliance criteria) ^M	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant
The extent to which Council's drinking water supplies comply with Part 5 of the Drinking Water Standards (protozoal compliance criteria) ^M	Not all schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant
Number of complaints, per 1,000 connections, received by the Council about drinking water clarity ^M	1.6	Less than 20	Less than 20	Less than 20	Less than 18
Number of complaints, per 1,000 connections, received by the Council about drinking water taste ^M	0.88	Less than 20	Less than 20	Less than 20	Less than 18
Number of complaints, per 1,000 connections, received by the Council about drinking water odour ^M	0.48	Less than 20	Less than 20	Less than 20	Less than 18
Average consumption of drinking water per day per resident in the District for metered areas ^M	240 litres	280 litres or less	280 litres or less	280 litres or less	280 litres or less
Average consumption of drinking water per day per resident in the District for unmetered areas ^M	300.7 litres	450 litres or less	450 litres or less	450 litres or less	450 litres or less
Percentage of real water loss from our networked reticulation for metered schemes ^M	25%	20% or less	20% or less	20% or less	20% or less
Percentage of real water loss from our networked reticulation system for unmetered schemes ^M	49.4%	50% or less	50% or less	50% or less	50% or less
Satisfaction with the water supply	87%	86-90%	86-90%	86-90%	86-90%
Median response time to attend urgent call-outs ^M	12 minutes	1 hour	1 hour	1 hour	1 hour
Median response time to resolve urgent call-outs ^M	3 hours	10 hours	10 hours	10 hours	10 hours
Median response time to attend non-urgent call-outs ^M	18 minutes	4 days	4 days	4 days	4 days
Median response time to resolve non-urgent call-outs ^M	24 hours	5 days	5 days	5 days	5 days
Number of complaints received, per 1,000 connections, by the Council about drinking water pressure or flow ^M	3.19 complaints	Less than 45	Less than 45	Less than 45	Less than 45
Number of complaints received, per 1,000 connections, by the Council about continuity of supply ^M	9.5 complaints	Less than 40	Less than 40	Less than 40	Less than 40
Number of complaints received, per 1,000 connections, about the Council's response to any of these issues ^M	2.63 complaints	Less than 2	Less than 2	Less than 2	Less than 2

^M Mandatory performance measure required by Department of Internal Affairs.



SEWAGE TREATMENT AND DISPOSAL

Te tukuhanga o ngā parapara



SEWAGE TREATMENT AND DISPOSAL

6 SEWAGE TREATMENT SCHEMES

4 WASTEWATER DISCHARGE
CONSENTS EXPIRING BY 2026

9,211 SEWER CONNECTIONS

188.5 KM OF PIPELINES

2,880 MANHOLES

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Sewage Treatment and Disposal Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
187	General rates, uniform annual general charges, rates penalties	126	438	441	443	445	445	446	447	448	448
3,366	Targeted rates	3,764	4,038	4,468	4,609	4,755	4,889	5,116	5,289	5,409	5,662
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
124	Fees and charges	137	140	145	147	150	156	157	161	167	169
160	Internal charges and overheads recovered	54	55	56	57	58	59	60	62	63	64
153	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
3,989	Total operating funding (A)	4,081	4,672	5,110	5,255	5,408	5,550	5,780	5,959	6,087	6,343
APPLICATIONS OF OPERATING FUNDING											
1,136	Payments to staff and suppliers	865	906	987	1,009	1,055	1,074	1,115	1,103	1,139	1,166
354	Finance costs	366	442	447	445	444	467	533	559	574	673
1,350	Internal charges & overheads applied	1,434	1,459	1,506	1,520	1,555	1,608	1,624	1,664	1,721	1,738
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,841	Total applications of operating funding (B)	2,664	2,806	2,939	2,974	3,054	3,148	3,271	3,326	3,433	3,577
1,148	Surplus (deficit) of operating funding (A-B)	1,417	1,866	2,171	2,281	2,354	2,401	2,509	2,633	2,654	2,766
SOURCES OF CAPITAL FUNDING											
120	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
51	Development and financial contributions	747	50	51	52	53	55	56	58	59	61
306	Increase (decrease) in debt	3,115	(149)	(106)	(374)	(142)	1,251	1,854	(653)	1,146	3,899
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
477	Total sources of capital funding (C)	3,862	(99)	(55)	(322)	(89)	1,306	1,910	(595)	1,205	3,960
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
316	- to meet additional demand	319	34	40	24	34	209	1	1	1	1
515	- to improve level of service	363	457	526	421	1,002	2,582	2,724	715	3,142	4,559
589	- to replace existing assets	444	479	464	581	286	938	5,010	258	1,807	4,213
206	Increase (decrease) in reserves	4,152	797	1,085	933	944	(22)	(3,316)	1,064	(1,091)	(2,048)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
1,625	Total applications of capital funding (D)	5,279	1,767	2,116	1,959	2,265	3,707	4,419	2,038	3,859	6,725
(1,148)	Surplus (deficit) of capital funding (C-D)	(1,417)	(1,866)	(2,171)	(2,281)	(2,354)	(2,401)	(2,509)	(2,633)	(2,654)	(2,766)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

SEWAGE TREATMENT AND DISPOSAL

Te rānekeneke
me te rukea o
te parakaingaki



Community Outcomes

Objective

To provide efficient, reliable, safe and sustainable sewage systems that protect the health of our community and the natural environment.

What we do

We operate and manage six wastewater schemes servicing the urban areas of Edgecumbe, Murupara, Ōhope, Tāneatua, Te Mahoe and Whakatāne (75% of the population in the District). Council provides a variety of infrastructure to manage sewerage within our identified urban and residential areas. Our sewer system includes sewer service lines, manholes, underground pipes, pump stations and sewer treatment plants. Whakatāne District Council collects the sewage from household and business connections, treats it to an acceptable level and safely disposes of it.

This activity also includes the Council's 'Tradewaste' functions, which include the monitoring and treatment of liquid discharged from businesses into the wastewater system. We undertake sewage treatment and drainage activities because of statutory obligations, duty of care and public demand. The alternative to a Council provided sewerage system is the use of septic tanks. These independent systems are approved and monitored by the Bay of Plenty Regional Council (BOPRC).

The six Council managed wastewater schemes all have resource consents that allow the Council to discharge the treated sewage (to rivers and the ocean). Over the next eight years (by 2026), four of the current discharge resource consents will expire. This means we

will need to apply for new consents (from BOPRC) and it is very likely that our sewage treatment processes will need to be improved to comply with new consent conditions.

Further information and key documents:

- Infrastructure Strategy 2018-48
- Wastewater Asset Management Plan 2018-28
- Combined Waters Bylaw 2017

In focus - integrated solution for Edgecumbe, Matatā, Tāneatua, and Whakatāne

An integrated wastewater proposal has been developed for an integrated Edgecumbe, Matatā, Tāneatua and Whakatāne. This would provide a reticulated wastewater service to Matatā (replacing septic tanks) and connect Matatā via the Edgecumbe treatment plant to Whakatāne. Additionally, Tāneatua's wastewater could connect to the treatment ponds in Whakatāne. At Whakatāne, improved treatment processes are proposed prior to discharge to sea through the existing consented ocean outfall. This centralised solution eliminates discharges to our rivers, is cost effective, and optimises existing consented infrastructure. The integrated wastewater system is reliant on significant external funding which is the subject of ongoing discussions with BOPRC and Central Government. The integrated wastewater project is not budgeted in this LTP until such time as funding is confirmed.

Cost for 2018-28

Operating cost: \$40.7 million

Capital cost: \$31.6 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Operation of six wastewater schemes	Continuous
Maintenance and renewal of water supply plant, pipes networks and other associated infrastructure*	Daily
Work to confirm funding support for an integrated wastewater system	Ongoing
Extend wastewater systems to service residential development at Shaw/Huna Road*	2019/20
Upgrades of Whakatāne Wastewater Treatment Ponds*	2019-28
Renewal of sewerage reticulation in Edgecumbe*	2027/28
Upgrade and renewals of Whakatāne wastewater pump stations*	2024-27
Upgrades of Murupara and Tāneatua wastewater systems*	2020-28
Apply for new resource consents for wastewater discharges*	2020-27

**For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.*

What negative impact this activity might have

While we work to deliver positive outcomes for our communities, some of our activities may have negative impacts. The table below shows the possible negative effects of this activity and how we will try to minimise the effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Overflows of untreated sewage from the sewerage network due to blockages, pump station or other plant malfunction, inflow/infiltration of stormwater into the sewerage network and/or insufficient capacity.	Compliance with resource consent and Council's Engineering Code of Practice and Guidelines. Maintaining our maintenance programme and environmental controls. Providing emergency storage tanks at pump stations for sewage overflow.
Discharge of sewage through the ocean outfalls at Whakatāne and Ōhope may cause environmental and health issues.	Compliance with resource consent. Alternative options will be considered prior to Resource Consent expiration in 2026.

Measuring progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with the sewage system	86%	83-87%	83-87%	83-87%	83-87%
Number of complaints received per 1,000 connections about sewage odour ^M	1.71	Less than 20	Less than 20	Less than 15	Less than 13
Number of complaints received per 1,000 connections about sewage system faults ^M	11.16	Less than 15	Less than 15	Less than 15	Less than 13
Number of complaints received per 1,000 connections about system blockages ^M	8.14	Less than 20	Less than 20	Less than 15	Less than 13
Number of complaints received per 1,000 connections about the Council's response to issues with our sewerage system ^M	0.67	Less than 2	Less than 2	Less than 2	Less than 2
Median response time to attend a sewerage overflow resulting from a blockage or other fault in the Council's sewerage system ^M	1.2 minutes	3 hours	3 hours	3 hours	3 hours
Median response time to resolve a sewerage overflow resulting from a blockage or other fault in the Council's sewerage system ^M	3 hours	10 hours	10 hours	10 hours	10 hours
Number of dry weather sewage overflows from the Council's sewerage system per 1,000 connections ^M	1.81 overflows	15 overflows	15 overflows	15 overflows	13 overflows
Number of abatement notices received by the Council in relation to the resource consents for discharge from our sewerage systems ^M	Zero	Zero	Zero	Zero	Zero
Number of infringement notices received by the Council in relation to the resource consents for discharge from our sewerage systems ^M	Zero	Zero	Zero	Zero	Zero
Number of enforcement orders received by the Council in relation to the resource consents for discharge from our sewerage systems ^M	Zero	Zero	Zero	Zero	Zero
Number of convictions received by the Council in relation to the resource consents for discharge from our sewerage systems ^M	Zero	Zero	Zero	Zero	Zero

^M Mandatory performance measure required by Department of Internal Affairs.



STORMWATER DRAINAGE

Te anakeri o te wai āwhiowhio



STORMWATER DRAINAGE

- 28** KM OF OPEN CHANNELS AND STREAMS
- 114** KM OF PIPELINES
- 1,700** MANHOLES
- 20** PUMPSTATIONS
- 60** FLOODGATES

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Stormwater Drainage
Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
363	General rates, uniform annual general charges, rates penalties	352	354	356	358	361	361	359	360	361	362
3,328	Targeted rates	3,184	3,390	3,597	3,820	3,995	4,143	4,238	4,432	4,480	4,518
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
1,540	Internal charges and overheads recovered	1,930	1,957	2,030	2,057	2,111	2,190	2,217	2,394	2,480	2,513
100	Local authorities fuel tax, fines, infringement fees, and other receipts	100	103	105	108	110	113	116	119	122	125
5,330	Total operating funding (A)	5,566	5,804	6,089	6,343	6,577	6,807	6,930	7,304	7,443	7,517
APPLICATIONS OF OPERATING FUNDING											
2,330	Payments to staff and suppliers	2,669	2,718	2,811	2,859	2,935	3,037	3,088	3,287	3,398	3,455
1,087	Finance costs	956	994	1,070	1,135	1,185	1,185	1,154	1,126	1,103	1,044
946	Internal charges & overheads applied	919	935	961	971	994	1,023	1,036	1,180	1,216	1,232
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
4,363	Total applications of operating funding (B)	4,544	4,646	4,841	4,966	5,114	5,245	5,278	5,593	5,717	5,730
967	Surplus (deficit) of operating funding (A-B)	1,022	1,158	1,248	1,377	1,463	1,561	1,652	1,712	1,727	1,787
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
26	Development and financial contributions	24	25	25	26	26	27	28	29	29	30
(382)	Increase (decrease) in debt	26	988	1,381	687	360	(557)	(1,138)	(341)	(1,393)	(1,452)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(357)	Total sources of capital funding (C)	50	1,012	1,406	713	387	(530)	(1,110)	(312)	(1,364)	(1,422)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
448	- to meet additional demand	5	51	145	141	98	11	17	-	-	-
357	- to improve level of service	956	1,899	2,692	1,725	1,534	1,092	255	1,098	37	10
180	- to replace existing assets	153	40	358	363	57	316	128	423	35	26
(375)	Increase (decrease) in reserves	(40)	180	(541)	(139)	161	(388)	142	(121)	290	328
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
610	Total applications of capital funding (D)	1,073	2,170	2,654	2,090	1,850	1,031	542	1,399	362	365
(967)	Surplus (deficit) of capital funding (C-D)	(1,022)	(1,158)	(1,248)	(1,377)	(1,463)	(1,561)	(1,652)	(1,712)	(1,727)	(1,787)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

STORMWATER DRAINAGE

Te anakeri o te wai āwhiohio



Community Outcomes

Objective

To provide efficient, reliable, safe and sustainable stormwater systems that minimise the effects of flooding to property and human life.

What we do

Stormwater is the water that runs off surfaces such as roads, driveways, footpaths and rooftops after rain events. We operate and manage eight stormwater systems servicing the urban areas of Edgecumbe, Matatā, Murupara, Ōhope, Tāneatua, Te Mahoe, Te Teko and Whakatāne. These systems are designed to take stormwater away from built up urban areas and disperse it to waterways (streams, rivers and the ocean) to minimise the effects of flooding on property and the risk to human life. Our stormwater systems include underground pipes, open drains, overland flow paths, pump stations and stormwater ponds. Alongside our urban stormwater drainage systems, the Bay of Plenty Regional Council (BOPRC) is responsible for managing rivers and rural drainage schemes to ensure our communities are protected from flooding.

Further information and key documents:

- Infrastructure Strategy 2018-48
- Stormwater Asset Management Plan 2018-28
- Combined Waters Bylaw 2017

Cost for 2018-28

Operating cost: \$36.9 million

Capital cost: \$13.7 million

In focus - Comprehensive Stormwater Consent

Our stormwater systems are required to operate under resource consents issued by BOPRC. The consents aim to manage the possible adverse impacts that can result from stormwater systems - like effects on water quality and habitats of receiving waters, erosion, and impact on downstream flooding for example. We are working closely with BOPRC towards a new 'Comprehensive Stormwater Consent' for the Whakatāne urban catchment by 2019 and then will proceed with the remaining catchments by 2024. As part of this process, each catchment will have an associated Catchment Management Plan, which will identify issues within the stormwater network and the best way of addressing these.

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Operation and management of 8 stormwater systems	Continuous
Maintenance and renewal of stormwater infrastructure (including manholes, floodgates, and reticulation network)	Daily
Monitor heavy weather events and prepare systems to maximise effectiveness where needed	As required
Upgrades and renewals of stormwater pipes*	2020-26
Stormwater resource consent and associated capital upgrades*	2019-25
Risk assessment, implementation and stormwater modelling*	2019-24
Upgrade St. Joseph Drain Pump Station*	2020/21
Upgrade for Whakatāne Hinemoa Pump Station and pipes*	2021-23

*For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

What negative impact this activity might have

While we work to deliver positive outcomes for our communities, some of our activities may have negative impacts. The table to the right shows the possible negative effects of this activity and how we will try to minimise the effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Discharge of polluted stormwater impacting on public health.	Application being developed for a comprehensive Resource Consent based on the catchment management plan for Whakatāne. This plan addresses the pollution issues associated with stormwater.
Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding, which could result in social and economic hardship.	Compliance with Council's Engineering Code of Practice. Council utilises overland flow paths to increase the level of protection to houses and commercial buildings. Works are proposed to improve our level of protection in large rainfall events.

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Number of flooding events* in the District ^M	Zero events	Less than 4	Less than 4	Less than 4	Less than 4
For each flooding event, the number of habitable floors affected (per 1,000 properties connected to the Council's stormwater system) ^M	Zero floors affected	Less than 10	Less than 10	Less than 10	Less than 10
Median response time to attend a flooding event ^M	42 minutes	3 hours	3 hours	3 hours	3 hours
Number of complaints received about the performance of the stormwater system per 1,000 connections ^M	8.31	Less than 10	Less than 10	Less than 10	Less than 10
Number of abatement notices received by the Council in relation to the resource consents for discharge from our stormwater system ^M	Zero	Zero	Zero	Zero	Zero
Number of infringement notices received by the Council in relation to the resource consents for discharge from our stormwater system ^M	Zero	Zero	Zero	Zero	Zero
Number of enforcement notices received by the Council in relation to the resource consents for discharge from our stormwater system ^M	Zero	Zero	Zero	Zero	Zero
Number of successful prosecutions received by the Council in relation to the resource consents for discharge from our stormwater system ^M	Zero	Zero	Zero	Zero	Zero

* A 'flooding event' is defined by the Department of Internal Affairs as 'an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor'.

^M Mandatory performance measure required by Department of Internal Affairs.

SOLID WASTE

Ngā Parapara



SOLID WASTE

20,300 TONNES OF SOLID WASTE GENERATED EACH YEAR

10,500 TONNES SENT TO LANDFILL

5,500 TONNES TURNED INTO COMPOST

1,800 TONNES OF GLASS REMANUFACTURED

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Solid Waste
Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2025/25 \$000	LTP 2024/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
1,800	General rates, uniform annual general charges, rates penalties	1,849	1,924	1,997	2,047	2,102	2,128	2,181	2,219	2,231	2,269
2,481	Targeted rates	2,595	2,732	2,830	2,925	2,992	3,056	3,119	3,193	3,202	3,278
110	Subsidies and grants for operating purposes	110	112	114	117	119	122	124	127	130	132
720	Fees and charges	710	724	738	753	769	785	802	819	836	854
-	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	- Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
5,111	Total operating funding (A)	5,264	5,492	5,679	5,842	5,983	6,091	6,226	6,358	6,399	6,533
APPLICATIONS OF OPERATING FUNDING											
4,253	Payments to staff and suppliers	4,427	4,575	4,700	4,785	4,920	5,038	5,178	5,301	5,452	5,580
169	Finance costs	131	123	115	106	97	86	76	66	56	51
482	Internal charges & overheads applied	502	513	528	532	543	560	565	577	595	599
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
4,905	Total applications of operating funding (B)	5,060	5,211	5,343	5,424	5,560	5,684	5,819	5,944	6,103	6,230
206	Surplus (deficit) of operating funding (A-B)	204	282	337	419	422	407	408	415	296	303
SOURCES OF CAPITAL FUNDING											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(248)	Increase (decrease) in debt	(244)	(246)	(248)	(250)	(249)	(230)	(227)	(230)	(109)	(112)
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(248)	Total sources of capital funding (C)	(244)	(246)	(248)	(250)	(249)	(230)	(227)	(230)	(109)	(112)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	5	5	5	5	5	6	6	6	6	6
10	- to improve level of service	5	5	5	5	5	6	6	6	6	6
25	- to replace existing assets	30	30	29	17	27	29	34	18	23	24
(77)	Increase (decrease) in reserves	(80)	(5)	50	141	135	137	135	155	153	155
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
(42)	Total applications of capital funding (D)	(40)	36	89	169	173	177	181	185	188	191
(206)	Surplus (deficit) of capital funding (C-D)	(204)	(282)	(337)	(419)	(422)	(407)	(408)	(415)	(296)	(303)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

SOLID WASTE

Ngā Parapara



Community Outcomes

Objective

To minimise environmental harm from solid waste while sustainably managing waste services, finances and assets.

What we do

Our solid waste activities include refuse collection and disposal, recycling, greenwaste composting, hazardous waste management, management of six closed landfill sites, and support for waste minimisation and educational activities. In one year we typically manage over 20,000 tonnes of waste. This comes from weekly and fortnightly kerbside collections and deliveries direct to our transfer stations. The kerbside collection services consist of 80 litre bins for refuse, 240 litre bins for mixed recycling, and 60 or 45 litre crates for glass. Some households also have 240 litre bins for greenwaste collection. Around half of the waste generated in the District is currently able to be recycled or repurposed including greenwaste, glass, plastics, concrete and some timber. The Council has not operated a landfill site since 2009, so all the remaining (residual) waste is transported to Tirohia Landfill in the Waikato Region.

Further information and key documents:

- Waste Management and Minimisation Plan 2015
- Solid Waste Asset Management Plan 2018-28

In focus - Waste Management and Minimisation Plan 2015

Our Waste Management and Minimisation Plan (WMMP) covers the six years 2015-21, and describes the waste management and minimisation outcomes we are trying to achieve. The WMMP sets out a vision, goals, and an action plan for waste management that operates under a hierarchy whereby preventing, reusing, reducing, recycling or recovering waste is preferable to disposal. The goals of the WMMP are to:

- Provide quality, affordable services while meeting our responsibilities to reduce harm and improve efficiency.
- Reduce the amount of waste we send to landfill or other disposal while also achieving sustainable financial management.
- Reduce the risk of environmental damage resulting from our waste management methods.

Cost over the next ten years

Operating cost: \$51.3 million

Capital cost: \$370,870

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Deliver kerbside collections for refuse, recycling and greenwaste	Weekly and fortnightly
Operate waste transfer stations	Daily
Support waste minimisation activities and education programmes	Annually
Monitor closed landfills for compliance with resource consents	2018-28
Implement new contracts for greenwaste facility operations	2018/19
Review contract for disposal of waste at Tirohia Landfill	2020/21
Collaborate with other councils and regional waste groups on shared waste initiatives	2018-28
Review Waste Management and Minimisation Plan	2020/21
Review contracts for kerbside collection, operation of transfer stations and transportation of residual waste to Tirohia	2024/25
Improvements to Murupara and Whakatāne Transfer Stations*	2018-28

*For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

What negative impact this activity might have

While we work to deliver positive outcomes for our communities, some of our activities may have negative impacts. The table below shows the possible negative effects of this activity and how we will try to minimise the effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Transporting waste outside of the District has increased negative impact through the cost of fuel, the emissions from the trucks and the impact on the Council's roading system	Reducing the amount of waste being transported out of the District through increased recycling and reprocessing as described in the Waste Management and Minimisation Plan
Environmental impacts caused by the discharge of contaminants to land and water from closed landfills	Compliance with resource consent and aftercare management. Regular monitoring
Economically, the cost of desired infrastructure improvements may exceed the community's ability to pay.	Consult with the community on all costs and options for Levels of Service through the LTP process
Increase in the amount of refuse to be disposed as population increases over time	The Council acts as the advocate for waste reduction through the adoption of the Waste Management and Minimisation Plan (WWMP). The Council also supports education initiatives and provides education material for its customers
Cultural impacts caused by the discharge of contaminants to land and water and odour to the air at refuse transfer stations	Compliance with resource consents and aftercare management.
Potential impacts on customer satisfaction due to service failure /delays /responsiveness	Monitor and report on Levels of Service and in service provider contracts. Seek to resolve customer complaints as soon as possible
Health and Safety Risks associated with failure of contracted services or inability to collect, process or transport waste	Ensure quick reaction to service failure and identification of alternative service providers and/or processing/storage sites

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Amount of Council controlled solid waste sent to landfill	16,777 tonnes*	10,700	10,600	10,500	10,400
User satisfaction with refuse disposal (transfer station facilities)	92%	90-94%	90-94%	90-94%	90-94%
User satisfaction with the kerbside waste collection service	93%	90-94%	90-94%	90-94%	90-94%

*Waste resulting from extreme weather events resulted in targets being exceeded in both the 2016/17 and 2017/18 financial years.

ENVIRONMENTAL SUSTAINABILITY

Toitū o te Taiao



RESOURCE MANAGEMENT - POLICY - CONSENTS

What these activities will cost and how we are going to pay for them

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
1,712	General rates, uniform annual general charges, rates penalties	2,019	1,892	1,984	1,960	1,993	2,029	2,003	1,668	1,709	1,718
-	- Targeted rates	-	-	-	-	-	-	-	-	-	-
-	- Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
300	Fees and charges	300	306	312	318	325	332	339	346	353	361
-	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
71	Local authorities fuel tax, fines, infringement fees, and other receipts	70	71	73	74	76	77	79	81	82	84
2,083	Total operating funding (A)	2,389	2,270	2,369	2,352	2,393	2,438	2,421	2,095	2,145	2,163
APPLICATIONS OF OPERATING FUNDING											
1,094	Payments to staff and suppliers	1,041	1,035	1,106	1,073	1,088	1,103	1,141	1,134	1,162	1,178
134	Finance costs	100	89	77	64	49	33	16	-	-	-
760	Internal charges & overheads applied	769	784	807	809	827	855	858	880	911	917
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
1,987	Total applications of operating funding (B)	1,910	1,907	1,990	1,946	1,964	1,991	2,015	2,014	2,073	2,096
95	Surplus (deficit) of operating funding (A-B)	479	362	379	406	429	447	406	81	73	67
SOURCES OF CAPITAL FUNDING											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(281)	Increase (decrease) in debt	(302)	(314)	(327)	(341)	(357)	(373)	(328)	-	-	-
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(281)	Total sources of capital funding (C)	(302)	(314)	(327)	(341)	(357)	(373)	(328)	-	-	-
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve level of service	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
(186)	Increase (decrease) in reserves	177	48	52	65	73	74	78	81	73	67
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
(186)	Total applications of capital funding (D)	177	48	52	65	73	74	78	81	73	67
(95)	Surplus (deficit) of capital funding (C-D)	(479)	(362)	(379)	(406)	(429)	(447)	(406)	(81)	(73)	(67)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

RESOURCE MANAGEMENT – POLICY

Whakahaere Rawa – Kaupapa here



Community Outcomes

Objective

To ensure the development and use of land in our District balances the need for growth while protecting our special places and community values.

What we do

We prepare plans and policies that implement the Resource Management Act 1991 (RMA), including Development Strategies and the District Plan. A legal requirement under the RMA, the District Plan controls the way we use, subdivide and develop land in our District. It identifies where activities can take place, how land can be developed and what special features of our District should be protected. This requires careful consideration and balancing of the need to protect our heritage, taonga, and quality of living environments with enabling development and growth.

In focus - Development Strategy

The Development Strategy is a project to coordinate Council actions towards an agreed development direction for the Whakatāne District. It expands upon a review of the current Whakatāne Integrated Urban Development Strategy; meets new requirements for Council under the Resource Management Act; provides an economic development direction specific to the Whakatāne District; and provides direction and a coordinated approach for development. The Development Strategy is expected to be completed in the 2018/19 financial year.

Cost for 2018-28

Operating cost: \$6.0 million
Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Complete the Whakatāne Development Strategy	2018/19
Progress plan change processes to reduce life safety risk from the Awatarariki Stream Fan Head	2018/19
Update the District Plan as required	2018-28

Further information and key documents

- Resource Management Act 1991
- Operative District Plan 2017

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Status of the District Development Strategy and District Plan	New measure	The District Development Strategy establishes the predicted growth over the next ten years.	Develop changes to the District Plan to provide for projected residential and commercial growth.	Develop changes to the District Plan to provide for projected residential and commercial growth.	Develop changes to the District Plan to provide for projected residential and commercial growth.
Progress made to develop the District Plan to respond to Natural Hazards	New measure	Risk assessment of rainfall induced flooding is completed. Changes to the District Plan to manage identified landslide risks are developed	Changes to the District Plan to manage hazards relating to Coastal and Marine processes are developed	Changes to the District Plan to manage risks from natural hazards are developed	Changes to the District Plan to manage risks from natural hazards are developed

RESOURCE MANAGEMENT – CONSENTS

Whakahaere Rawa – Whakaaetanga



Community Outcomes

Objective

To enable use, development and subdivision of land in line with our District Plan and other environmental policies.

What we do

This activity provides advice and processing of resource consent applications. When assessing applications or providing advice, we look at how any proposed use, development and subdivision will affect the community as a whole. We work with developers to facilitate new initiatives and developments in our District and ensure the advice we give and consents we issue benefit the wider community, while facilitating good development decisions. We also monitor compliance with the District Plan standards, and conditions of consents, to ensure any negative effects on the environment are avoided, remedied or mitigated. This sometimes means there are appeals to the Environment Court on our decisions and managing that process is an important part of this activity.

Further information and key documents:

- Resource Management Act 1991
- Operative District Plan 2017

Cost for 2018-28

Operating cost: \$5.4 million
Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Provide initial advice to inform use and development of land	2018-28
Receive, assess and determine consent applications	2018-28
Process Land Information Memoranda	2018-28
Monitor compliance with the District Plan standards and Consent Conditions	2018-28
Assess Building Consents against the District Plan requirements	2018-28

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with Council's resource consent process	78.7/100	76-80/100	76-80/100	76-80/100	77-81/100
Average time to process non-notified land use resource consents	13.69 days	15 working days or less	15 working days or less	15 working days or less	15 working days or less
Average time to process non-notified subdivision resource consents	14.06 days	20 working days or less	20 working days or less	20 working days or less	20 working days or less
Average time to process fast-tracked non-notified land use resource consents	New measure	10 working days or less	10 working days or less	10 working days or less	10 working days or less

COMMUNITY SAFETY

Te whakamaru o tū



LICENSING (ALCOHOL AND GAMBLING)
ENVIRONMENTAL HEALTH AND
REGULATION MONITORING
BUILDING
ANIMAL CONTROL
EMERGENCY MANAGEMENT

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Community Safety Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
3,095	General rates, uniform annual general charges, rates penalties	2,523	2,463	2,473	2,548	2,438	2,504	2,504	2,610	2,601	2,650
-	- Targeted rates	-	-	-	-	-	-	-	-	-	-
70	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
1,298	Fees and charges	1,394	1,399	1,454	1,479	1,485	1,546	1,573	1,581	1,646	1,677
-	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
877	Local authorities fuel tax, fines, infringement fees, and other receipts	533	544	554	566	577	589	602	615	628	641
5,340	Total operating funding (A)	4,450	4,405	4,481	4,592	4,500	4,639	4,679	4,806	4,875	4,967
APPLICATIONS OF OPERATING FUNDING											
3,438	Payments to staff and suppliers	2,511	2,558	2,576	2,650	2,671	2,750	2,771	2,854	2,877	2,964
	Finance costs	120	-	-	-	-	-	-	-	-	-
1,474	Internal charges & overheads applied	1,546	1,569	1,616	1,619	1,650	1,705	1,713	1,750	1,812	1,826
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
4,913	Total applications of operating funding (B)	4,176	4,126	4,191	4,270	4,321	4,454	4,484	4,604	4,689	4,790
428	Surplus (deficit) of operating funding (A-B)	273	279	289	322	180	185	195	203	186	178
SOURCES OF CAPITAL FUNDING											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(2)	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(2)	Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
80	- to improve level of service	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
346	Increase (decrease) in reserves	273	279	289	322	180	185	195	203	186	178
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
426	Total applications of capital funding (D)	273	279	289	322	180	185	195	203	186	178
(428)	Surplus (deficit) of capital funding (C-D)	(273)	(279)	(289)	(322)	(180)	(185)	(195)	(203)	(186)	(178)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

LICENSING (ALCOHOL AND GAMBLING)

Raihana (Waipiro
me te Peti)



Community Outcomes

Objective

To protect and enhance the wellbeing of the community by managing exposure to alcohol and gambling facilities and ensuring license conditions are maintained.

What we do

This activity is about licensing premises and people to control and manage the consumption of alcohol, and the location and number of Class IV gambling (pokie) venues in our District. This activity also promotes responsible drinking habits and helps to create safe environments. We assist and provide administrative support for the District Licensing Committee. This involves processing and issuing licenses relating to the sale of alcohol, for example, on and off licenses, temporary authorities, clubs and special licenses, and manager certificates. We work closely with other organisations such as the New Zealand Police and the Ministry of Health in delivering this function, to perform controlled purchase operations to monitor adherence to license conditions and measure achievement in reducing harm.

Measuring our progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Percentage of licensed premises inspected as required by the Sale and Supply of Alcohol Act 2012	100%	100%	100%	100%	100%

Further information and key documents:

- Gambling Class 4 Venue and Board Venue Policy 2016
- Sale and Supply of Alcohol Act 2012
- Eastern Bay of Plenty Local Alcohol Policy 2016

Cost for 2018-28

Operating cost: \$1.7 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Issue licenses under the Sale and Supply of Alcohol Act 2012	2018-28
Monitor compliance and investigate breaches of license conditions	2018-28

ENVIRONMENTAL HEALTH AND REGULATION MONITORING

Aroturuki ture



Community Outcomes

Objective

To keep the community safe and healthy by ensuring environmental and public health standards are maintained.

What we do

This activity monitors and enforces environmental and public health standards to keep our community safe and healthy. We ensure that public health standards are maintained so you are confident that your food is safe when you go out to eat. We also respond to complaints regarding noise emissions. We undertake this activity in accordance with our legislative responsibilities under the Local Government Act 2002 and the Litter Act 1979. We also provide these services in response to public demand to deal with issues of nuisance, public health and safety and offensive behaviour.

This activity delivers three key functions:

- i. Licensing of registered premises, including food premises, camping grounds, funeral directors and hairdressers
- ii. Monitoring of the state of the environment, including public and private water supplies, environmental noise and contaminated land
- iii. Responding to nuisance complaints, such as excessive and unreasonable noise, offensive refuse and odour from neighbouring properties.

Further information and key documents:

- Food Act 2014
- Health Act 1956
- Resource Management Act 1991
- Building Act 2004
- Local Government Act 2002
- Litter Act 1979
- Associated regulations
- Council Bylaws

Cost for 2018-28

Operating cost: \$3.6 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Enforcement of Council bylaws	As required
Licensing and monitoring of registered premises	2018-28
Responding to nuisance complaints e.g. excessive and unreasonable noise, offensive refuse and odour from neighbouring properties.	As required
Issuing of fines where appropriate e.g. littering	As required

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Percentage of complaints relating to abandoned cars, litter, and general bylaw offences responded to within two working days	90%	90-95%	90-95%	90-95%	90-95%
Percentage of after-hours excessive noise complaints responded to promptly*	95%	90-95%	90-95%	90-95%	90-95%
Percentage of Environmental health complaints (excluding noise) responded to within two working days	75%	90-95%	90-95%	90-95%	90-95%
Percentage of food premises inspected as legislatively required	100%	100%	100%	100%	100%

* 'Promptly' is defined as responding to excessive noise complaints within the following timeframes:

AREA	DEFINITION AREA	TIME
Area 1	Ōhope, Whakatāne, Tāneatua, Coastlands, Awakeri, Thornton Road to Golf Links Road	< 60 minutes
Area 2	Edgumbe, Matatā, Otamarakau, Otakiri, Onepū, Te Teko, Te Mahoe and Wainui to the Ōpōtiki intersection	< 100 minutes
Area 3	Murupara, Galatea & Environs	< 120 minutes

BUILDING

Hangatanga



Community Outcomes

Objective

To protect the community from unsafe buildings and ensure buildings are designed and constructed in a manner that promotes sustainable development.

What we do

The Building activity is responsible for receiving, processing and issuing building consents. This involves processing applications, conducting inspections throughout building projects, enforcing building standards, and responding to building-related complaints.

There is strong community demand to ensure we manage building consents in a manner that contributes to the health and well-being of the community. We work hard to ensure that all people, including developers, understand the requirements, costs and timeframes involved in a building process. Providing advice and guidance through the process is an important part of this activity and helps to generate successful outcomes for all. We encourage people to come in and talk to us before or during works to ensure things are done correctly the first time.

An Earthquake Prone Building Project is planned over the period of this LTP, to implement the Council's Earthquake-Prone Buildings Policy and changes to the earthquake-prone building provisions of the Building Act 2004.

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with the process Council used for your building consent	81.2/100	80-84/100	80-84/100	80-84/100	80-84/100
Average time for processing building consents	12.98 working days	15 working days or less*	15 working days or less*	15 working days or less*	15 working days or less*

*Under the Building Act 2004, the Council has up to 20 working days to process a building consent.

Cost for 2018-28

Operating cost: \$14.6 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Receive, process and issue building Consents	2018-28
Building inspections	2018-28
Enforcement of Building Consent conditions	2018-28
Respond to building related complaints	2018-28
Provide advice on development rules	2018-28
Earthquake Prone Building Project	2018-28

Further information and key documents:

- Building Act 2004
- Earthquake-Prone Building Policy
- Associated building regulations and national standards

ANIMAL CONTROL

Take Kararehe



Community Outcomes

Objective

To ensure that animals are looked after in a humane manner and are not menacing, dangerous, or a nuisance to the public.

What we do

This activity covers dog and stock control, safeguarding the public from wandering, threatening and aggressive animals. This includes educating the public on responsible animal ownership and providing services for dog registration. We receive and respond to complaints from the public and issue fines for breaches of legislation when necessary. Animal Control activities in Murupara and the surrounding area are delivered in partnership with Ngāti Manawa.

This activity operates the Whakatāne pound, which provides roaming or abandoned animals with shelter and food and also offers a microchipping service. This involves re-housing stray animals where possible and appropriate. We have a statutory responsibility to undertake this activity, through the Dog Control Act 1996 and the Stock Impounding Act 1955.

Further information and key documents:

- Dog Control Act 1996
- Stock Impounding Act 1955
- Control of Dogs Bylaw

Cost for 2018-28

Operating cost: \$4.4

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Respond to requests for service relating to dog and stock-related issues	2018-28
Whakatāne pound extension	2018/19
Continued promotion of free de-sexing programme for menacing dog breeds	2018-28
Monitoring compliance with de-sexing of menacing dog breeds as required by the Dogs Bylaw	2018-28
Issue dog registrations and register menacing or dangerous dogs as required under the Dog Control Act 1996	2018-28
Operate the Whakatāne pound	2018-28
Undertake public education initiatives for responsible dog ownership and dog safety	2018-28
Rehome suitable dogs through the 'Whakatāne Adopt a Dog' programme	2018-28
Provide 'doggy do' bags at popular dog-walking locations in the District	2018-28

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Percentage of aggressive/threatening dogs and roaming stock complaints responded to within one hour	99%	95-100%	95-100%	95-100%	95-100%
Percentage of all other animal control complaints responded to within two working days	99%	95-100%	95-100%	95-100%	95-100%

EMERGENCY MANAGEMENT

Mahi Whakamarumarū



Community Outcomes

Objective

To ensure we are prepared for the response to, and the recovery from, a major natural hazard event or other emergency.

What we do

The purpose of this activity is to ensure that the community has a high degree of resilience to hazards such as flooding, earthquakes, debris flow and landslides, tsunami, volcanic eruptions, pandemics, and other emergencies. This is achieved through:

- Understanding what hazards exist in our district and their potential effects on people and property
- Knowing how to respond immediately before, during and after an event
- Reducing the risk to people and property through sound planning decisions
- Planning to recover as quickly as possible after an event.

Part of our role involves ensuring we have the resources and information required to help the community understand hazards and recover from a disaster. We build relationships between agencies (such as the New Zealand Police and Fire and Emergency New Zealand), Iwi and others so we are well coordinated during an event. This enables a quick and appropriate response to a situation threatening our community.

Emergency Management Bay of Plenty, a regional entity with two dedicated staff based in the Eastern Bay of Plenty, delivers many civil defence functions. We implement the Bay of Plenty Emergency Management Group Plan locally, with a strong emphasis on building community resilience and preparedness for an emergency. Planning and training is undertaken locally and regionally to mitigate the effects of natural hazards and emergency situations and ensure the safety of our community.

There is strong community desire for us to take the lead in an emergency situation. There are also obligations for Council to be involved in Civil Defence and Hazardous Substances planning and response under the Civil Defence and Emergency Management Act 2002 and the Hazardous Substances and New Organisms Act 1996.

Further information and key documents:

- Civil Defence and Emergency Management Act 2002
- Hazardous Substances and New Organisms Act 1996

Cost for 2018-28

Operating cost: \$3.1 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Respond to major natural hazard events or emergencies	As required
Provide staff training to ensure appropriate response to major natural hazard events or emergencies	2018-28
Ensure risks are continually monitored and identified	2018-28
Undertake activities to reduce risk to people and property throughout the District	2018-28

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Percentage of roles for 24 hour operation of the Emergency Operation Centre/Emergency Communications Centre identified and staffed	93%	85%	85%	85%	85%
Percentage of staff trained to the appropriate level agreed by the Civil Defence Emergency Management Group	95%	85%	85%	85%	85%
Number of initiatives delivered to promote community resilience and safety	11 initiatives	8 initiatives per annum	8 initiatives per annum	8 initiatives per annum	8 initiatives per annum

DISTRICT GROWTH

Whakatipuranga o te rohe



BUSINESS AND
ECONOMIC DEVELOPMENT
EVENTS AND TOURISM
STRATEGIC PROPERTY

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - District Growth
Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
864	General rates, uniform annual general charges, rates penalties	1,066	1,128	1,180	1,175	1,165	1,208	1,317	1,256	1,337	1,292
664	Targeted rates	723	734	748	763	778	793	809	825	841	856
20	Subsidies and grants for operating purposes	20	20	21	21	22	22	23	23	24	24
2,443	Fees and charges	2,476	2,474	2,522	2,573	2,626	2,682	2,738	2,796	2,857	2,917
182	Internal charges and overheads recovered	140	143	145	148	150	153	156	158	161	164
28	Local authorities fuel tax, fines, infringement fees, and other receipts	28	29	30	30	31	32	32	33	34	34
4,200	Total operating funding (A)	4,455	4,528	4,646	4,710	4,772	4,890	5,074	5,091	5,253	5,288
APPLICATIONS OF OPERATING FUNDING											
1,655	Payments to staff and suppliers	1,626	1,660	1,726	1,726	1,792	1,812	1,845	1,885	1,915	1,955
7	Finance costs	6	5	5	5	5	4	4	3	3	3
822	Internal charges & overheads applied	795	807	829	834	849	873	880	897	925	933
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,484	Total applications of operating funding (B)	2,426	2,472	2,560	2,565	2,646	2,689	2,729	2,786	2,842	2,891
1,716	Surplus (deficit) of operating funding (A-B)	2,028	2,056	2,086	2,145	2,126	2,201	2,345	2,306	2,411	2,397
SOURCES OF CAPITAL FUNDING											
21	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(8)	Increase (decrease) in debt	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(9)
7,000	Gross proceeds from sale of assets	565	2,000	-	2,200	2,500	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
7,013	Total sources of capital funding (C)	557	1,992	(8)	2,192	2,492	(8)	(8)	(8)	(8)	(9)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	11	3	84	25	68	34	69	18	33	21
50	- to improve level of service	100	102	-	-	-	-	-	-	-	-
56	- to replace existing assets	18	62	73	61	25	39	131	44	98	37
8,624	Increase (decrease) in reserves	2,457	3,882	1,921	4,251	4,525	2,120	2,137	2,235	2,271	2,331
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
8,729	Total applications of capital funding (D)	2,586	4,048	2,078	4,337	4,618	2,193	2,337	2,297	2,403	2,389
(1,716)	Surplus (deficit) of capital funding (C-D)	(2,028)	(2,056)	(2,086)	(2,145)	(2,126)	(2,201)	(2,345)	(2,306)	(2,411)	(2,397)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

BUSINESS AND ECONOMIC DEVELOPMENT

Whakawhanaketanga
Pakihi me te Ōhanga



Community Outcomes

Objective

To promote and encourage sustainable economic development and prosperity in the District.

What we do

This activity undertakes projects to improve the economic wellbeing of the Whakatāne District by encouraging investment; promoting vitality within the Whakatāne CBD; marketing, tourism and district promotion; and supporting local business and industry. We also work to foster regional development through cooperation with Iwi, neighbouring councils and other bodies. This activity acts as Council's interface with the Commercial Advisory Board, a body which provides advice on how best the Council can facilitate economic growth and development in the District.

Sustainable Economic Development is one of the Council's Community Outcomes, and is a driver for many projects planned over the next ten years. This includes, for example, working with Te Rūnanga o Ngāti Awa and Ngāti Awa Group Holdings towards redeveloping the Commercial Wharf, progressing residential growth opportunities, and supporting iwi-led development projects.

Measuring our progress

The following measures, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with efforts to attract and expand business	49%	54-58%	55-59%	56-60%	57-61%

Cost for 2018-28

Operating cost: \$2.8 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Work towards the areas of growth set out in the Toi-Moana Regional Growth Strategy	2018-28
Develop applications to the provincial growth fund	2018-21
Support industry and iwi investments that have a wider economic development outcome for the District	2018-28
Assist new business owners to navigate their way through Council's regulatory processes	2018-28
Work with neighbouring Eastern Bay of Plenty Councils and ToiEDA to support economic development projects that benefit the wider Eastern Bay of Plenty	2018-28

Further information and key documents:

- Bay of Connections Toi-Moana Regional Growth Strategy
- Toi-EDA website: toi-eda.co.nz

EVENTS AND TOURISM

Pāpono me te Tapoi



Community Outcomes

Objective

To make our District a vibrant place to live, visit and work by attracting large scale events and attracting tourists to the area.

What we do

This activity promotes our District nationally and internationally as a great place to visit, live, and work. We work alongside Tourism Bay of Plenty, Tourism New Zealand, and local tourism operators to showcase the diverse experiences that our District offers. We run the i-SITE on the corner of Quay Street and Kakahoroa Drive in Whakatāne which provides advice, booking services, and information on activities and sights throughout the District. This activity also attracts and supports local events throughout the District, attracting visitors to the area and contributing to the vibrancy of our community.

Further information and key documents:

- whakatane.com, the District's tourism and events website

In focus - Tourism Growth

Tourism is currently New Zealand's largest export earner, contributing 20.7% of New Zealand's foreign exchange earnings. The positive impacts of tourism on New Zealand's economy and communities reach far and wide, and forecasts for the tourism sector are positive. On a smaller scale, the Whakatāne District has experienced a recent upswing in popularity as a tourism destination with the number of guest nights in Whakatāne and Kawerau Districts rising to nearly 300,000 in 2017. Over the past 3 years, the total tourism spend in the Whakatāne District has grown at an average of 9% and has reached \$131 million annually. Most visitors to the District (nearly 80%) are domestic, but there are also growing numbers of international visitors, especially from Australia, the United States of America, the United Kingdom and Europe. Tourism and events will continue to be a key focus area for the Council over 2018-28. As a result of feedback received through consultation on this Long Term Plan, an extra \$150,000 of funding has been allocated to this activity.

Cost for 2018-28

Operating cost: \$11.5 million

Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Attract and support large scale events	2018-28
Manage the Whakatāne i-SITE and provide booking services and information to visitors	2018-28
Continue leveraging White Island/ Whakaari, as an international tourism icon to deliver economic development benefits to the District	2018-28
Develop Whakatāne District as an appealing and attractive destination for visitors	2018-28
Support national and international marketing of the District as a tourist destination	2018-28

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with efforts to attract visitors or tourists to the area	71%	71-75%	72-76%	73-77%	74-78%
Satisfaction with efforts to enable and promote events	72%	74-78%	75-79%	76-80%	77-81%

STRATEGIC PROPERTY

Hautaonga



Community Outcomes

Objective

To manage commercial property assets for the good of the community while retaining an economic benefit.

What we do

This activity manages approximately 172 commercial properties and the large land holding at 77 Bunyan Road.

The majority of the commercial properties are located in the Whakatāne CBD and were gifted to the Council by the Harbour Board as Harbour Endowment Land in the 1920's and 30's. The Harbour Endowment Land earns rental income through ground leases, which is used to help pay for the on-going operation, maintenance and improvements of the ports and harbour facilities and surrounds. See the Ports and Harbour activity for detail about our plans for these assets over the next ten years.

In addition, Council also owns and manages a small number of commercial properties that it either holds or has acquired because they are in a strategic location and/or may have value to the Council and community in the future.

The Town Vision Plan outlines the Council's vision and plan for the future of the Whakatāne CBD and acts as our guiding document in this regard.

Further information and key documents

- Whakatāne Town Vision Plan

Cost over the next ten years

Operating cost: \$3.6 million

Capital cost: \$1.2 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Manage Council's Harbour Endowment Land and Ground Leases	2018-28
Manage Council's commercial property assets	2018-28
Manage strategic property assets until used for intended purpose	2018-28
Manage the sale of Council's land at 77 Bunyan Road in four stages	2018-24
Assist with implementing Council's Town Vision Plan	2018-28

RECREATION & COMMUNITY SERVICES

Te whare tapere me ngā ratonga hāpori



LIBRARIES
MUSEUM AND ARTS
HALLS
PARKS, RESERVES, RECREATION
AND SPORTSFIELDS
CEMETERIES AND CREMATORIUM
PUBLIC CONVENIENCES
WHAKATĀNE HOLIDAY PARK
AQUATIC CENTRES
PORTS AND HARBOUR
COMMUNITY DEVELOPMENT

What these activities will cost and how we are going to pay for them

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
9,941	General rates, uniform annual general charges, rates penalties	10,551	10,717	10,955	11,023	11,402	11,613	11,826	12,183	12,466	12,571
-	- Targeted rates	-	-	-	-	-	-	-	-	-	-
350	Subsidies and grants for operating purposes	272	278	283	385	296	302	309	316	323	330
1,678	Fees and charges	2,058	2,086	2,125	2,164	2,269	2,311	2,362	2,418	2,463	2,510
2,025	Internal charges and overheads recovered	1,713	1,738	1,767	1,800	1,838	1,870	1,903	1,942	1,973	1,914
480	Local authorities fuel tax, fines, infringement fees, and other receipts	149	157	160	163	164	168	171	178	182	186
14,473	Total operating funding (A)	14,744	14,976	15,290	15,535	15,970	16,264	16,571	17,038	17,408	17,510
APPLICATIONS OF OPERATING FUNDING											
7,519	Payments to staff and suppliers	7,374	7,481	7,587	7,744	7,979	8,134	8,308	8,564	8,719	8,900
701	Finance costs	606	600	590	574	573	571	562	583	626	612
5,325	Internal charges & overheads applied	5,586	5,691	5,826	5,879	5,992	6,148	6,216	6,347	6,521	6,542
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
13,545	Total applications of operating funding (B)	13,566	13,772	14,004	14,196	14,543	14,853	15,086	15,493	15,866	16,054
928	Surplus (deficit) of operating funding (A-B)	1,178	1,204	1,287	1,339	1,426	1,411	1,486	1,545	1,542	1,457
SOURCES OF CAPITAL FUNDING											
-	- Subsidies and grants for capital expenditure	270	138	10	11	11	33	2,997	4,485	145	148
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(490)	Increase (decrease) in debt	(384)	(537)	(587)	(598)	(83)	(15)	(551)	1,504	114	(692)
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(490)	Total sources of capital funding (C)	(114)	(399)	(576)	(588)	(72)	18	2,446	5,989	259	(544)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	238	86	87	69	54	104	537	696	46	44
1,865	- to improve level of service	1,125	311	251	232	772	786	2,339	4,023	1,128	256
5,228	- to replace existing assets	2,717	2,329	6,584	2,662	1,728	1,566	3,709	4,812	1,405	1,529
(6,655)	Increase (decrease) in reserves	(3,015)	(1,921)	(6,212)	(2,211)	(1,200)	(1,027)	(2,654)	(1,997)	(778)	(916)
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
438	Total applications of capital funding (D)	1,064	805	710	752	1,354	1,429	3,932	7,534	1,801	913
(928)	Surplus (deficit) of capital funding (C-D)	(1,178)	(1,204)	(1,287)	(1,339)	(1,426)	(1,411)	(1,486)	(1,545)	(1,542)	(1,457)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

LIBRARIES

Ngā Whare
Pukapuka



Community Outcomes

Objective

To provide libraries that are easy to use, enable participation, support a great lifestyle, and offer a wide range of resources to build skills and grow capability.

What we do

This activity manages four libraries in the Whakatāne District, located in Whakatāne, Edgecumbe, Murupara, and Ōhope. The Whakatāne and Murupara libraries are Council-staffed, and volunteers also play a key role in supporting the libraries' activities across the District. The District libraries are community hubs, which provide access to a wide range of visual, audio, reading, writing, kinaesthetic and digital information. The libraries aim to enable participation by the whole community by being welcoming and inclusive, involving local people, by providing a range of public programmes. These public programmes include school holiday programmes, Matariki events, and author talks.

A key focus area of this activity is to provide quality services that are accessible across the District. Meeting rooms are available at Te Kōputu a te whanga a Toi (the Whakatāne Library and Exhibition Centre), which are frequently used by community groups for meetings and local events. All of the libraries have areas where children can play educational games, and computers with free WiFi are available, along with printing facilities. For members of the community who are unable to visit the library for reasons of illness or frailty, library volunteers will select items from the collection to deliver and collect on a fortnightly basis. Digital access to library resources is available 24/7.

Cost for 2018-28

Operating cost: \$13.7 million

Capital cost: \$1.1 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Provide access to quality collections of information through books, eBooks and databases, art, the internet and public programmes and activities.	2018-28
Assist visitors to find and use the information they need.	2018-28
Provide free wireless internet access and computers for use in Whakatāne, Murupara, and Edgecumbe.	2018-28
Investigate new options for delivering the library service in the community through increased outreach programmes and activities.	2018-28
Offer computer workshops in Whakatāne with opportunities for growth in other areas.	2018-28

Further information and key documents:

- Community Property Asset Management Plan
- Whakatāne Library on Facebook
- Whakatāne Library online: whakatane.govt.nz/library

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with public libraries	95%	90-94%	90-94%	90-94%	90-94%
Number of people visiting Te Kōputu a te Whanga-a-Toi Whakatāne Library and Exhibition Centre (foot traffic only)	213,920 people	210,000	210,000	210,000	210,000
Number of people engaging in public programmes delivered by Libraries across the District	New measure	3,000	3,500	4,000	4,000

MUSEUM AND ARTS

Whare Taonga
me te Toi



Community Outcomes

Objective

To ensure the District’s arts, culture, and heritage treasures are safely stored and preserved, and to provide opportunities for access and engagement by the community and visitors.

What we do

This activity manages the preservation, presentation, and educational use of artefacts and other historical assets on behalf of the community and promotes the arts, cultural identity, and creative opportunities. The extensive museum collections include significant photographs and newsprint, genealogical materials, local government archives, and a number of items deemed to be of national importance. A key function of this activity is the delivery of public programmes for residents and visitors in the District. These ongoing programmes provide creative opportunities, arts events and experiences, and cultural engagement. The Museum and Arts activity speaks to kaitiakitanga – careful stewardship of place and environment – and ensures the ongoing conservation and celebration of the important things that define us.

The exhibition space and galleries at Te Kōputu a te Whanga a Toi - the Whakatāne Library and Exhibition Centre – are the public face of the Museum. They offer ongoing free exhibitions and cultural content. Because the Library and Exhibition Centre can only display a small portion of the museum collections, the majority of items are stored in Te Whare Taonga o te rohe Whakatāne. This is a separate Museum and Research facility which has been under redevelopment and is expected to be completed by August 2018.

Cost for 2018-28

Operating cost: \$8.8 million
Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Open the redeveloped Museum and Research Centre	2018/19
Manage ongoing requests, research, and scholarship associated with the museum’s collections.	2018-28
Provide free exhibitions, community outreach, creative development opportunities, and cultural content for residents and visitors	2018-28
Provide an exciting Kaiārahi/Visitor Host programme in the galleries to bring to life the museum’s rich history and captivating exhibitions.	2018-28
Through the Collections and Research facility, provide opportunities for citizens to engage in the District’s history and heritage.	2018-28

Further information and key documents:

- Museum and Arts Collection Policy
- Community Facilities Asset Management Plan
- Whakatāne Museum online: Whakatanemuseum.org.nz

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with the Museum*	No target set due to the Museum and Research Centre being closed for redevelopment	85-90%	85-90%	85-90%	85-90%
User satisfaction with the Exhibition Centre	88%	88-92%	88-92%	88-92%	88-92%

**These targets will be revised after the reopening of the Museum and Research Centre in 2018.*

HALLS

Ngā Hōro



Community Outcomes

Objective

To provide public halls that meet the needs of the community.

What we do

There are ten Council-owned urban and rural community halls in the Whakatāne District. The halls are located in Whakatāne, Murupara, Ōhope, Edgecumbe, Otakiri, Manawahe, Waimana-Nukuhou North, Te Teko, Tāneatua, and Galatea. The Council's Vision for Community Halls in the Whakatāne District is that communities' needs for facilities to engender community spirit and encourage recreational and learning activities are met through the availability of affordable halls or appropriate alternatives across the District.

Community halls are available to be hired for a reasonable fee, and are used for a range of sports, events, meetings, social and cultural occasions. They are facilities for the whole community to utilise and we aim to keep them affordable and available for all.

Measuring our progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with public halls	84%	82-86%	82-86%	82-86%	82-86%

Cost for 2018-28

Operating cost: \$10.1 million

Capital cost: \$13.9 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Redevelopment of the Whakatāne War Memorial Complex into a multi-sports event centre*	2019-26

*For more detailed information about this capital project including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

Further information and key documents:

- Community Halls Strategy
- Community Halls Policy
- Community Property Asset Management Plan

PARKS, RESERVES, RECREATION AND SPORTSFIELDS

Papa rēhia, Whenua
tāpui me ngā
Papa tākarō



Community Outcomes

Objective

To provide parks and facilities that beautify our townscape; promote healthy, active life-styles; provide access to our special places and protect the environment.

What we do

This activity manages open spaces and parks across the Whakatāne District and meets a wide range of community needs. This includes active and passive recreation, playgrounds, sportsfields and walking tracks. The activity beautifies and celebrates our townscape and special places and promotes pride in our town. By providing quality public places we promote the district and attract visitors. Some sites provide attractive venues for public or commercial events and include suitable facilities for this. Reserves alongside riverbanks, lakes or the coast provide for passive recreation, access to the water, and conservation values. We also maintain some reserves that provide for operational purposes access or drainage.

This activity works with other community groups and organisations to develop walking and cycling facilities in our District and the Eastern Bay of Plenty. Major projects currently underway include the Port Ōhope Wharf Redevelopment, Sullivan Lake de-silting and upgrade of Ngā Tapuwaē o Toi walkway.

Cost for 2018-28

Operating cost: \$38.8 million

Capital cost: \$6.8 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Maintain parks and gardens, including planting, mowing, and vegetation and tree management	2018-28
Undertake street sweeping and litter collection	2018-28
Empty rubbish bins located in parks and reserves	2018-28
Walking and cycling projects*	2018-28
Provide a partnership fund of \$50,000 a year to support local projects to develop recreational initiatives.	2018-28

**For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.*

Further information and key documents

- Urban Tree Strategy
- Open Spaces Strategy
- District Reserve Management Plan
- Parks and Reserves Bylaw

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with parks and reserves in the Whakatāne District	92%	89-93%	89-93%	89-93%	89-93%
User satisfaction with playgrounds in the Whakatāne District	90%	88-92%	88-92%	88-92%	88-92%
User satisfaction with sportsfields in the Whakatāne District	90%	88-92%	88-92%	88-92%	88-92%

CEMETERIES AND CREMATORIUM

Urupā me ngā Whare Tahu Tūpāpaku



Community Outcomes

Objective

To ensure cemetery and crematorium services are available to the public and meet the needs of the District.

What we do

This activity provides and maintains cemetery and crematorium facilities for the community and maintains accurate records. We manage one crematorium and six cemeteries, located in Whakatāne (Hillcrest and Domain Road), Tāneatua, Waimana, Galatea and Matatā - which is managed by a trust on our behalf. The history and essence of our community is contained within our cemeteries. The community requires attractive and restful facilities to celebrate the lives of their loved ones, which cater for a range of differing needs and preferences.

Families and loved ones can arrange burials and cremations at the Council's cemeteries and crematorium through the services of a funeral director, or by completing the required process for an 'unassisted burial.' Providing and managing these facilities is carried out in accordance with the Burial and Cremations Act 1964.

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with cemeteries including maintenance of cemeteries	97%	94-98%	94-98%	94-98%	94-98%
User satisfaction with crematorium facility	92%	90-94%	90-94%	90-94%	90-94%

Cost for 2018-28

Operating cost: \$4.8 million

Capital cost: \$3.9 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Whakatāne Hillcrest Cemetery Expansion*	2019-27
Maintain online cemetery database	2018-28
Maintain the cemetery and crematorium facilities and environs	2018-28

*For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

Further information and key documents:

- Recreation Asset Management Plan
- Cemeteries Bylaw

PUBLIC CONVENIENCES

Kaumanga/Wharepaku



Community Outcomes

Objective

To provide public conveniences throughout the District that are accessible, tidy, functional and sufficient to meet demand.

What we do

This activity provides and maintains 39 public conveniences (toilets) for the use of the general community. You can find these facilities at parks, reserves, and popular recreational locations. Often they also include other facilities such as showers, changing rooms or drinking fountains. The public conveniences are regularly cleaned and monitored. A further four internal toilets in sports complexes are available for the public to use at times of sports competitions.

Public conveniences meet the needs of our community when people are out and about, and are located for the convenience of people using other Council facilities such as boat ramps, playgrounds and reserves.

Further information and key documents:

- Community Property Asset Management Plan

Measuring our progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with public toilets in the Whakatāne District	66%	65-69%	65-69%	70-75%	70-75%

Cost for 2018-28

Operating cost: \$5.4 million
Capital cost: \$846,500

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Construction of new toilets at Te Teko, Murupara and Port Ōhope	2018-21
Regularly clean and monitor toilets	2018-28
Continue investment in improved toilet design and repositioning of toilet blocks*	2018-28

*For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

WHAKATĀNE HOLIDAY PARK

Taupuni Hararei
o Whakatāne



Community Outcomes

Objective

To promote tourism within the District through the operation of a quality accommodation option.

What we do

This activity manages the Holiday Park site, which is located on McGarvey Road in close proximity to the Whakatāne Rose Gardens and the Warren Cole walkway along the Whakatāne River. The Park has a range of accommodation options including tent sites, power sites, standard cabins, kitchen cabins and self-contained units. It also includes communal facilities such as a kitchen, laundry, ablutions, outdoor dining area and summer swimming pool.

The Council purchased the Whakatāne Holiday Park in May 2017 as a strategic asset to meet the demands of increased tourism in the Bay of Plenty region. The Park's location and facilities, combined with growing tourist numbers in the District, offers great potential to deliver benefits to the entire community, now, and into the future.

Measuring our progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Number of admissions to the Whakatāne Holiday Park	New Measure	3,000	3,600	4,300	5,100

Shortly after it was purchased, the Park played a significant role in providing temporary accommodation for members of our community whose homes were damaged in the Edgcumbe floods in April 2017.

Further information and key documents:

- Recreation Asset Management Plan

Cost for 2018-28

Operating cost: \$4.7 million Capital cost: \$1.1 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Daily management and operation of the Whakatāne Holiday Park facility	Ongoing
Whakatāne Holiday Park upgrades*	2018-28

**For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.*

AQUATIC CENTRES

Ngā Whare Kauhoe



Community Outcomes

Objective

To create a community hub to support and promote health, recreational and educational outcomes through aquatic centre facilities in Whakatāne and Murupara.

What we do

We provide two aquatic centres in the District - the Whakatāne District Aquatic Centre and the Murupara swimming pools – also known as the A H Lynd Memorial Baths. The Whakatāne District Aquatic Centre consists of a 25m indoor pool and a 33m outdoor heated pool, as well as a learners’ pool, shallow beach paddling pool, hydro slide, two spa pools and unit for the local swim club. The facility also includes a fitness centre with gym equipment available. The Murupara swimming pools are an outdoor facility including a learners pool, a heated 30m swimming pool, change facilities, picnic tables and a permanent free barbecue. The outdoor pools at Whakatāne and Murupara are both closed over the winter, due to the operating costs of maintaining and heating the pool during the colder months.

Accessible aqua and Learn to Swim classes, and water safety programs to suit all abilities are delivered by this activity. Our partnership with Sport Bay of Plenty has created a steady platform to enhance the rehabilitation program within the facility, supported by our modern fitness centre. The aquatic centres also allow opportunities for use by schools and clubs, and we are exploring ways to make our facility more

disability friendly. Having facilities available for our community to learn to swim with confidence has huge benefits for water safety and drowning prevention, especially as we live in an area with many natural waterways.

Further information and key documents:

- Recreation Asset Management Plan

Cost for 2018-28

Operating cost: \$18.6 million Capital cost: \$2.9 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Deliver a range of learn to swim and exercise programmes	2018-28
Install a roof on the outdoor pool in Whakatāne*	2022
Upgrade to reception and office areas, Whakatāne Aquatic Centre*	2018/19
Renewal of gym equipment at fitness centre	2018-28
Development of outdoor picnic and BBQ facilities*	2019

*For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
User satisfaction with swimming pools in the Whakatāne District	92%	86-90%	86-90%	87-91%	87-91%
Number of admissions at Aquatic Centres in the Whakatāne District	141,444 admissions (106,174 in 2015/16)	135,000	135,000	135,000	135,000

PORTS AND HARBOURS

Tumu Herenga Waka
me te Moana



Community Outcomes

Objective

The community is provided with a variety of Port and Harbour facilities that are easily accessible and affordable.

What we do

This activity provides the infrastructure and facilities around our District's ports and harbours, covering 45 sites. These include the Main Commercial Wharf, Ōtauwhaki (Green) Wharf and the Game Wharf in Whakatāne, as well as Ōhope Wharf, Whakatāne, Thornton and Ōhiwa boat ramps and various groynes (rock structures in the harbour entrance which help control the flow of water). Some of the facilities around these ports and harbours include car parks, jetties, a weigh station, hardstand, wharves, pontoons and navigation markers. The operation of this activity also includes services such as dredging the harbour entrance, navigation channel and berthage areas to ensure safe depths.

The Council is responsible for Harbour Endowment Land (refer to the Strategic Property activity for more information), which earns income through leases, or could be sold to create an investment fund. This income pays for the ongoing operation, maintenance and improvements of the ports and harbour facilities, meaning we are able to provide these assets to the community with minimal ratepayer funding. By providing these facilities across our District's harbour and coastline we are able to enhance

Measuring our progress

The following measure, alongside financial performance and progress on projects, is reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with harbour facilities including the port	78%	77-81%	78-82%	79-83%	79-83%

the economy of our District, through improved recreational and business opportunities. We undertake this activity in close conjunction with the Bay of Plenty Regional Council, sharing responsibility for different aspects of the management of the District's coastal area.

Further information and key documents

- Ports Bylaw

Cost for 2018-28

Operating cost: \$14.3 million

Capital cost: \$10.2 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Port Ōhope wharf upgrades*	2019-28
Whakatāne Boat Trailer Park Upgrades*	2018/19
Whakatāne main wharf replacement*	2019-22
Dredging and disking the harbour entrance, navigation channel and berthage areas to ensure optimised and safe depths.	As required 2018-28

*For more detailed information about these capital projects including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long Term Plan.

COMMUNITY DEVELOPMENT

Whakawhanaketanga
Hapori



Community Outcomes

Objective

To improve social well-being in the District through a range of strategies, policies and projects.

What we do

This activity promotes a safe community through a variety of methods including education, inter-agency collaboration and externally funded programmes. This activity specifically delivers programmes targeting road safety, youth development and community safety.

Since 2017, the Council has collaborated with key partners and the community in the Whakatāne Ki Mua community vision project. This activity works to deliver collaboratively on the community's vision. We support and deliver projects that promote a District response to national social issues that threaten the safety and health of our communities and address specific social needs and priorities of our community. Much of the work in this activity is either completed in partnership with other agencies already working in this area or subject to external funding.

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Perception of safety in the District	93%	92-96%	92-96%	92-96%	92-96%
The change from the previous year in the number of fatalities and serious injury crashes on the local road network, expressed as a number ^M	19 crashes (11 more than the previous year)	Less crashes than the previous year	Less crashes than the previous year	Less crashes than the previous year	Less crashes than the previous year

^M Mandatory performance measure required by Department of Internal Affairs.

Cost for 2018-28

Operating cost: \$5.9 million Capital cost: \$235,000

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Continue to support the Whakatāne Ki Mua community vision project and associated activities alongside key partners	2018-28
Coordinate the Whakatāne District Youth Council	2018-28
Support and deliver road safety campaigns collaboratively within the Eastern Bay of Plenty.	2018-28
Phase 2 of a project to expand the District's CCTV network*	2019 & 25

*For more detailed information about this capital project including a breakdown of costs, please refer to the full Capital Projects List in the 'Our Costs in Detail' chapter of this Long term Plan.

Further information and key documents:

- Community Strategy
- Youth Strategy
- Whakatāne District Electronic Surveillance (Closed Circuit Television) Policy

CORPORATE AND DISTRICT ACTIVITIES

Ngā mahinga rangapū ā rohe



CUSTOMER SERVICES
PUBLIC AFFAIRS
PEOPLE AND CAPABILITY
FINANCE
CORPORATE INFORMATION
CORPORATE PROPERTY
DISTRICT INCOME AND EXPENDITURE

What these activities will cost and how we are going to pay for them

Funding Impact Statement for 2018-2028 - Corporate and District Activities
Whakatāne District Council

ANNUAL PLAN 2017/18 \$000		LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000
SOURCES OF OPERATING FUNDING											
203	General rates, uniform annual general charges, rates penalties	803	692	691	419	222	200	131	47	68	112
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
358	Fees and charges	360	367	374	382	390	398	406	415	424	433
11,715	Internal charges and overheads recovered	12,856	13,095	13,435	13,526	13,791	14,184	14,315	14,624	15,070	15,243
331	Local authorities fuel tax, fines, infringement fees, and other receipts	348	350	356	364	371	379	386	394	403	411
12,607	Total operating funding (A)	14,367	14,505	14,857	14,690	14,773	15,161	15,239	15,481	15,964	16,199
APPLICATIONS OF OPERATING FUNDING											
10,137	Payments to staff and suppliers	11,100	11,047	11,368	11,446	11,688	12,052	12,152	12,423	12,817	12,940
681	Finance costs	769	812	798	774	760	751	742	739	750	758
573	Internal charges & overheads applied	777	790	803	818	832	847	863	879	895	911
1,050	Other operating funding applications	850	908	926	944	964	984	1,005	1,026	1,048	1,071
12,441	Total applications of operating funding (B)	13,495	13,557	13,894	13,982	14,244	14,634	14,762	15,067	15,510	15,679
166	Surplus (deficit) of operating funding (A-B)	871	947	963	708	530	526	477	413	455	520
SOURCES OF CAPITAL FUNDING											
1,769	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
309	Increase (decrease) in debt	(418)	(287)	(615)	(397)	(217)	(211)	(185)	110	251	70
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,078	Total sources of capital funding (C)	(418)	(287)	(615)	(397)	(217)	(211)	(185)	110	251	70
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	30	117	-	40	14	14	14	245	1,311	1,218
3,683	- to improve level of service	285	255	91	93	95	97	99	101	103	105
1,770	- to replace existing assets	1,463	1,264	1,155	1,128	1,293	1,253	1,156	1,406	1,513	1,710
(3,208)	Increase (decrease) in reserves	(1,324)	(976)	(898)	(950)	(1,088)	(1,048)	(977)	(1,228)	(2,220)	(2,443)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
2,245	Total applications of capital funding (D)	453	660	348	311	313	316	293	523	706	591
(167)	Surplus (deficit) of capital funding (C-D)	(871)	(947)	(963)	(708)	(530)	(526)	(477)	(413)	(455)	(520)
(1)	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-



What is this group of activities?

This section contains all of the activities that are involved in supporting the delivery of our projects, plans and external activities. These are often referred to as our ‘internal activities’. The following section contains detail on our internal activities that assist us in running the Council.

How this group is funded

The operational costs associated with this group are funded by charging overheads on other activities. During the development of this LTP we reviewed how overheads are allocated across our activities. No major changes were made in the portion of overheads allocated to the majority of our group of activities. Capital expenditure is generally funded by way of corporate loans or depreciation funding. The interest from these loans is also allocated as overheads while the principal repayment is collected through the general rate.

CUSTOMER SERVICES

Ratonga Tangata

Objective

To provide an efficient, effective and friendly service to the community.

What we do

This activity provides the friendly staff that greet you when you visit our service centres or when you call us. They are usually the first, and where possible the only point of contact. We realise our customer's needs are varied and are continually changing, which is why we are focused on growing our online services, so our customers can gain access to our services at a time that is convenient for them.

Costs for 2018-28

Operating cost: \$5.5 Million Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Process over the counter payments	As required
Receive consent applications	As required
Provide information and advice about council services	As required
Process and manage requests for service	As required
Process and manage booking requests for council facilities	As required

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Percentage of telephone calls that are answered within 30 seconds	83%	85%	85%	85%	85%
User satisfaction with the overall service from Council's front desk	95%	94-98%	94-98%	94-98%	94-98%

PUBLIC AFFAIRS

Take Tūmatanui

Objective

To ensure the community has access to relevant, timely, accurate and meaningful information.

What we do

This activity supports and provides effective communication between the Council and the community and creates opportunities for the public to influence Council decision-making. We do this through a number of channels, including Ko Konei (the Council’s newsletter), media releases, the Council’s award-winning website (whakatane.govt.nz) and social media platforms (Facebook, Twitter and YouTube). We also develop systems and processes that help to improve community engagement across the Council’s many activities and services. We endeavour to operate in an open and transparent manner and this activity assists the organisation to achieve that objective.

Further information and key documents:

- Significance and Engagement Policy

Costs for 2018-28

Operating cost: \$5.3 Million Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Produce the Ko Konei newsletter	Monthly
Design and produce advertising, promotional and educational publications	As required
Maintain the Council website	As required
Maintain Council social media platforms	As required
Design Council’s corporate planning documents	As required
Issue media releases and respond to media enquiries	As required

Measuring our progress

The following measures, alongside financial performance and progress on projects, are reported on publicly through our Annual Report. A greater number of (internally reported) measures are used to manage the activity day-to-day.

PERFORMANCE MEASURES	2016/17 PERFORMANCE	TARGETS			
		YEAR 1 (2018/19)	YEAR 2 (2019/20)	YEAR 3 (2020-21)	YEARS 4-10 (2022-28)
Satisfaction with Council's provision of information	70%	69-73%	69-73%	69-73%	69-73%
Percentage of website users that remain engaged*	77%	77%	77%	77%	78%

* Performance derived from the ‘bounce rate’, which indicates how many users are disengaging from the site because they are unable to quickly find the information they are seeking.

PEOPLE AND CAPABILITY

Pūmanawa Tangata

Objective

To attract, retain, motivate and reward high calibre employees to assist in the delivery of our goals and values.

What we do

This activity is an internal service that provides proactive advisory services and tools to support the managers and staff. Our People and Capability team takes on the responsibilities of recruitment, induction, health and safety, training, employment relations, organisational development, and remuneration. This activity requires compliance with legislative requirements, including under the Employment Relations Act 2000, and the Health and Safety at Work Act 2015.

Further information and key documents:

- Employment Relations Act 2000
- Health and Safety at Work Act 2015

Cost for 2018-28

Operating cost: \$12.6 million Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Management of Vault Health and Safety software	Ongoing
Manage and report on workplace risks and events	As required
Implementing employment related policies	Ongoing
Recruitment and induction of staff	As required

FINANCE

Pūtea

Objective

To resource Council services and activities, ensuring Council remains in a stable financial position while being responsive to the issue of rates affordability.

What we do

The Finance activity is an internal service that provides financial, rating and treasury support to all activities within the Council. This activity is largely driven by legislation that requires us to deliver Annual Reports, Annual Plans and Long Term Plans. Finance is responsible for the provision and development of effective monitoring and reporting on our financial performance. Our other responsibilities include budgeting, managing the payroll, charging and collecting rates and answering rates queries.

Further information and key documents:

- Long Term Plans
- Annual Plans
- Annual Reports

Cost for 2018-28

Operating cost: \$34.6 million Capital cost: \$0

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Procurement and contract management	Ongoing
Fleet management	Ongoing
Charging and collecting rates	Quarterly
Managing the rates rebate scheme	Annually
Monitor and report on financial performance	Quarterly
Long term and annual budgeting	Annually

Leadership

Roads & Footpaths

Water Supply

Sewage Treatment & Disposal

Stormwater Drainage

Solid Waste

Environmental Sustainability

Community Safety

District Growth

Recreation & Community Services

Corporate & District Activities

Council Controlled Organisations

CORPORATE INFORMATION

Pārongo Rangapū

Objective

To deliver secure, quality information services to internal and external customers.

What we do

The Corporate Information activity is the guardian of the Council's data, information and knowledge assets. This information must be securely managed for current and future generations, as well as our legislative obligations to keep information. It consists of Information Communication Technology (ICT), Geographic Information Systems (GIS) and Information Management (IM) which work together to provide the right tools and information at the right time and place, enabling efficient, effective and prudent management.

Further information and key documents:

- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987

Cost for 2018-28

Operating cost: \$40.8 Capital cost: 10.4 million

What we will deliver

This table highlights the key services and projects that this activity will deliver over the coming ten years.

DESCRIPTION	WHEN
Provide GIS services to support Council's activities	Ongoing
Provide GIS support as part of a Civil Defence response	As required
Maintain Council's records including electronic and hardcopy	Ongoing
Maintain the CCTV system	Ongoing
Maintain IT and IM efficiency and security	Ongoing

CORPORATE PROPERTY

Ngā whare o te
Kaunihera

Objective

To maintain operational activity of property assets for council services.

What we do

Corporate Property includes assets that provide essential services to the community and those that are supported by the local community. There are 22 properties, which include the Civic Centre, the Library and Exhibition Centre, the Whakatāne Airport terminal building, workshops, depots, libraries, and the dog pound.

Further information and key documents:

- Building Act 2004
- Associated regulations and building standards

Costs for 2018-28

Operating cost: \$22.7 million

Capital cost: \$7.0 million

DISTRICT INCOME AND EXPENDITURE

Te whiwhinga pūtea me te
whakapaunga utu o te rohe

What we do

District income is applied to reduce the general rate requirement in other Council activities. This revenue is sourced from commissions, petrol tax, interest and other revenue. While the activity has an operating cost it provides a net benefit to rate payers.

Costs for 2018-28

Operating cost: \$4.5 million

Capital cost: \$0 million



COUNCIL CONTROLLED ORGANISATIONS

Ngā roopu mahi o te Kaunihera o Whakatāne



A Council Controlled Organisation (CCO) is a company or organisation in which the Council, or a number of councils, hold 50% or more of the voting rights, or can appoint 50% or more of the trustees, directors or managers.

The Council engages in this form of partnership where it provides advantages for a more effective, efficient and financially viable means of delivering services.

The Whakatāne District Council is a shareholder in four Council Controlled Organisations:

1. Whakatāne Airport
2. Toi-Economic Development Agency (Toi-EDA)
3. Bay of Plenty Local Authority Shared Services Limited (BoPLASS)
4. The Local Government Funding Agency (LGFA)

This section summarises the services these organisations will aim to deliver over the life of the LTP 2018–2028 and how their performance will be monitored. More detailed information is available from the Statement of Intent for each CCO.

Each CCO is required to agree to a Statement of Intent with its stakeholders (including the Council) each year and to make this available to the public. The Statement of Intent sets out the CCO's nature and scope of activities, key performance targets and reporting requirements along with other matters. At the end of each financial year each CCO must report performance against the Statement of Intent.

WHAKATĀNE AIRPORT

About the Whakatāne Airport

The Whakatāne Airport provides facilities for scheduled passenger transport, and commercial and recreational flights. The Whakatāne Airport was formed as a CCO in 2006. It is a valued community asset, which contributes to residents' quality of life and is considered crucial to the economic well-being of the District and the wider Eastern Bay of Plenty (EBoP).

Air Chathams is the commercial flight service provider for the Whakatāne Airport. Air Chathams provides regular daily return services to and from Auckland using their Metroliner SA-227 18 seat aircraft. They also operate themed scenic flights in their historic DC3 on weekends over the peak summer period and special events.

Several businesses and airport users also operate from the Airport including Frontier Helicopters, White Island Flights (Eastbay Aviation), AeroHire, SuperAir, and the Whakatāne Aeroclub. The airport is also a regular refueling point for helicopter tourism flights from Rotorua and Tauranga to White Island/Whakaari.

Whakatāne Airport has achieved CAA Part 139 Airport Certification under New Zealand Civil Aviation Rules. Aerodrome Operator Certificate number AD29611, pursuant to Civil Aviation Rule Part 139 and section 9 of the Civil Aviation Act 1990.

A recent Supreme Court ruling means Whakatāne Airport is required to extend its Runway End Safety Areas from the current 90m to 250m in order to enable planes of 30 seats or more to land at the Whakatāne Airport and to maintain our CAA Part 139 Airport Certification. On completion of this work Air Chathams will be able to introduce their SAAB 340 aircraft to the schedule, beginning with peak times and days. This will not only add additional capacity, it will greatly enhance the flying experience for customers.

CAA Regulations require upgraded Hold Point Lights to be installed by July 31, 2018. The existing Runway Edge Lighting were assessed to be in urgent need of replacing are these are being upgraded at the same time as the Hold Point Lights.

Why we are involved with this CCO

- To promote a safe, accessible, affordable and reliable air transport system for the benefit of the economic and social development of the Eastern Bay of Plenty Region
- To ensure that the airport facility is maintained appropriately, and enhanced where practicable and economical
- To ensure that the airport is administered efficiently and effectively to the benefit of scheduled flight operations

How does this CCO work?

The airport is a joint venture operation between the New Zealand Government (Ministry of Transport) and the Whakatāne District Council, with each party owning a 50% share. Day-to day operation and maintenance of the airport, including the delivery of projects, services and initiatives, is managed by the Council and a contract for service with JNP Aviation Limited.

What does this CCO do?

The primary activity of this organisation is to operate the airport efficiently and on sound business principles for the benefit of both commercial and non-commercial aviation users. It must also operate in accordance with the terms of its aerodrome certificate, which defines standards and conditions laid down by the Civil Aviation Authority of New Zealand.

Airport land and facilities are also leased out where these are either surplus to the airport's present operational requirements or to allow for activities that are compatible with the operation of the airport. This includes land for hangars, parts of the terminal building for commercial operators and areas of unused airport land for grazing.

Who pays?

The Council has an arrangement with the Ministry of Transport that each party is responsible for half of the costs of the Whakatāne Airport, subject to prior approval of capital expenditure over \$10,000 by the Ministry of Transport.

Measuring our progress

The specific performance targets for the Whakatāne Airport will be set annually through the Airport Statement of Intent and based on the framework outlined below. Any new performance measures will be disclosed in the Statement of Intent for the year in which they relate to. At the end of each financial year the Airport Annual Report will report on performance against the Statement of Intent which will include how it performed against those targets.

FINANCIAL PERFORMANCE MEASURES	NON-FINANCIAL PERFORMANCE MEASURES
Operate and maintain the airport's assets within the operational expenditure and capital expenditure budgets (excluding corporate overheads and depreciation). These budgets will be outlined in the Whakatāne Airport Statement of Intent each year.	The Airport is managed and operated in a safe and environmentally friendly manner
	The Airport is maintained to Civil Aviation Authority (CAA) requirements

TOI ECONOMIC DEVELOPMENT AGENCY (TOI- EDA)

About this CCO

Toi-EDA is the Economic Development Agency for the Eastern Bay of Plenty and is based in Whakatāne. It is a partnership between Kawerau, Ōpōtiki and Whakatāne District Councils, and the Bay of Plenty Regional Council, working together with local iwi. Toi-EDA undertakes activities to contribute to the sustainable growth and development of the local economy. Its vision is to grow the Eastern Bay of Plenty to enhance the wealth and quality of life for its people: Tini o Toi – kia tipu, kia puawai (To create, grow and blossom the myriads of Toi). Toi-EDA's purpose is to identify and facilitate economic development opportunities for the Eastern Bay of Plenty.

Toi-EDA is an exempted Council Controlled Organisation (CCO) under the Local Government Act 2002. This means Toi-EDA does not have to meet the specific reporting requirements related to CCOs. Exemption from these requirements allows Toi-EDA to focus more of its limited resources on economic development. As an exempt CCO, the reporting requirements of Toi-EDA are similar to those of other Council activities.

More information about Toi-EDA is available on its website: toi-eda.co.nz

Why we are involved with this CCO

- To recognise the strength of a coordinated approach to economic development in the Eastern Bay of Plenty
- To support major economic development opportunities that will provide a benefit to the communities of the Whakatāne District and Eastern Bay of Plenty

How does this CCO work?

A trust board provides governance oversight and advice to Toi-EDA. The board operates under a trust deed and is made up of experienced local business people from the Eastern Bay of Plenty, who play a vital role in leading and guiding the organisation.

At a higher level, Toi-EDA operates within a wider framework under the 'Bay of Connections' strategy. The 'Bay of Connections' strategy is the economic development strategy for the wider Bay of Plenty region including Tauranga, Western Bay of Plenty, Rotorua, the Eastern Bay of Plenty, and Taupo. The objective of this strategy is to deliver regional economic development for new and existing initiatives and industries by building on the region's collective strengths. A Governance Group made up of nine business leaders leads Bay of Connections, supported by the region's economic development agencies and the Bay of Plenty Regional Council. It also works in conjunction with local and national agencies, organisations and businesses.

What does this CCO do?

Toi-EDA has a strong focus on enhancing the Eastern Bay of Plenty's economic growth and wealth for its people. It also plays an important role in the Bay of Plenty regional partnership representing the Eastern Bay of Plenty. The focus is on projects relating to energy, forestry, aquaculture, transport and logistics, and horticulture. This includes projects, services and initiatives to increase employment, income and investment in the Eastern Bay of Plenty Region. These activities aim to attract businesses and people to the area and to support the growth and development of existing businesses. Specific objectives of Toi-EDA are covered within its economic development strategy.

Who pays?

Toi-EDA receive funding from the Kawerau, Ōpōtiki and Whakatāne District Councils based on a set amount per head of population and additional funding from the Bay of Plenty Regional Council. As a result, we provide the majority of funding for Toi-EDA. This allows for continued delivery of projects and initiatives annually and at a consistent level. Toi-EDA also receives funding from the Bay of Plenty Regional Council. Any additional funding requirements (over and above the annual operational funding requirement) needed for specific projects and initiatives is negotiated with stakeholders.

How will performance be measured?

Toi-EDA considers performance in two ways.

1. How the local economy is performing (which is not a direct reflection on the performance of Toi-EDA)
2. Is Toi-EDA delivering the services that it promised to deliver?

The performance of the local economy is not a direct reflection on Toi-EDA because a range of factors on a local, national and international scale, influence economic growth. Toi-EDA can influence a number of these factors directly, but others it cannot (such as the global financial crisis).

Financial performance measures and targets

- Manage Toi-EDA's operations within budgets agreed by stakeholders and within the terms of the Trust Deed.

Non-financial performance measures and targets

Toi-EDA also has a set of primary goals, which are:

- Attract people to work, live and play in the Eastern Bay of Plenty
- Encourage alignment of Māori economic development activity and Toi-EDA activity
- Support and develop industry
- Advocate for improved infrastructure and transportation
- Foster communication with the community and partners
- Secure and diversify the Toi-EDA funding base.

BAY OF PLENTY LOCAL AUTHORITY SHARED SERVICES (BOPLASS)

About BoPLASS

Bay of Plenty Local Authority Shared Services Limited (BoPLASS) was formed in 2007 to investigate, develop and deliver shared services, joint procurement and communications for the participating councils. The Whakatāne District Council holds a 9.7% share in BoPLASS Limited, alongside eight other councils that constitute the Bay of Plenty and Gisborne regions.

BoPLASS delivers benefits in terms of cost savings and service improvements to its constituent councils and ultimately to ratepayers and residents. BoPLASS has been recognised nationally and internationally as a successful model for the delivery of shared services.

Why we are involved with this CCO

- To reduce costs to ratepayers by accessing cost savings and service improvements offered through shared service agreements

How does this CCO work?

BoPLASS is governed by a board of nine directors appointed by its shareholders. Unless otherwise agreed by the Board, each appointee is the current (or acting) chief executive of the council shareholder. In addition, the Board may appoint up to three professional directors to supplement the directors'/ chief executives' expertise. A sub-committee of council delegates is responsible for regular monitoring and governance of BoPLASS projects. The services, projects and initiatives of BoPLASS are delivered through a small team of staff based in Tauranga, and through advisory groups made up of representatives of the different councils interested in a particular service. Each group is service specific; the participants initially decide the scope of the project and the desired outcomes and work collaboratively to achieve them.

What does this CCO do?

BoPLASS provides benefits to the Whakatāne District Council (and other participating councils) through improved levels of service, reduced costs, improved efficiency and/ or increased value through innovation. This will be achieved primarily through joint procurement and shared services.

Joint procurement includes procurement of services or products by two or more councils from an external provider, regardless of whether the service is paid for through BoPLASS or individually by participating councils. Examples that have led to cost savings for the Whakatāne District Council include procurement of office supplies, software and insurances.

Shared services includes the participation of two or more councils in the provision of a common service, which may be jointly or severally hosted. Examples that have led to improved levels of service include the provision of a fibre optic network and development of shared geographic information systems.

The expected benefits that can be achieved through shared services are:

- Improved levels and quality of service
- A coordinated and consistent approach to the provision of services
- Reductions in the cost of support and administrative services
- Opportunities to develop new initiatives
- Economies of scale resulting from a single entity representing many councils in procurement.

Who pays?

We pay a small membership levy to BoPLASS of \$1,000 per year, per advisory group involved in. Beyond this levy, membership with BoPLASS is essentially a user pays system based on involvement in the shared services developed under the BoPLASS umbrella. Much of these costs come down to the 'in kind' contribution the Council makes towards establishing or developing shared services.

Costs to the Council, and ultimately to ratepayers, of participating in this CCO are more than offset by the cost savings achieved through the resultant shared services and joint procurement initiatives.

How will performance be measured?

The specific performance targets for BoPLASS will be set annually through the BoPLASS Statement of Intent and will be based on the framework outlined below. At the end of each financial year the BoPLASS Annual Report will report on performance against the Statement of Intent including how it performed against those targets.

- Joint procurement initiatives provide financial savings and/or improved service levels to the Council
- Support is provided to assist the Council when engaging in shared service development and projects
- A collaboration portal for access to, and sharing of, project information between BoPLASS councils and the greater Local Government community is operational
- Best value is ensured through managing and/or renegotiating existing contracts
- Communication is undertaken at the appropriate level with at least one meeting with the Executive Leadership Team per year
- The company remains financially viable.

LOCAL GOVERNMENT FUNDING AGENCY LIMITED (LGFA)

About the LGFA

The Local Government Funding Agency Limited (LGFA) was established in 2011 by 18 local authority councils and the Crown. The basic function of the LGFA is to enable councils to borrow funds at lower interest margins than would otherwise be available.

We joined the LGFA in August 2012 as a principal shareholder. This is the highest level of council participation in the LGFA which provides access to full benefits (all local authorities can borrow from the LGFA, but different benefits apply depending on the level of participation).

Why we are involved with this CCO

- To provide Council with access to a broader range of borrowing options, so less ratepayer funds are spent on interest repayments.

How does this CCO work?

The LGFA is governed by a Board of Directors. The Board is responsible for the strategic direction and control of LGFA's activities. The Board guides and monitors the business and affairs of LGFA, in accordance with the:

- Companies Act 1993
- Local Government Act 2002
- Local Government Borrowing Act 2011
- Company's Constitution
- Shareholders' Agreement for LGFA
- Statement of Intent.

The Board will comprise between four and seven directors with a majority of independent directors and will meet no less than six times each year. Operationally, the LGFA is run by a small team based in Wellington.

What does this CCO do?

The LGFA raises debt funding either domestically and/or offshore and provides this debt funding to New Zealand local authorities at lower interest margins than those available through other lenders. The LGFA only lends to local authorities that enter into all the relevant arrangements with it (participating local authorities) and that comply with the LGFA's lending policies.

The LGFA operates with the primary objective of optimising the debt funding terms and conditions for participating local authorities. This includes:

- Providing estimated savings in annual interest costs for all Participating Local Authorities
- Making longer-term borrowings available to Participating Local Authorities
- Enhancing the certainty of access to debt markets for Participating Local Authorities, subject always to operating in accordance with sound business practice
- Offering more flexible lending terms to Participating Local Authorities.

Who pays?

There are some costs to the Council and ultimately to the ratepayer, of participating in the LGFA. However the costs are substantially less than the savings that can be achieved through the improved interest margins.

To participate in the LGFA as a principal shareholding authority, the Whakatāne District Council is required to accept certain costs and risks. This has included making an initial capital investment of \$100,000; providing security against rates charges (which is similar to arrangements with banks); and committing a portion of our borrowing needs to the LGFA for an initial period.

How will performance be measured?

The specific performance targets for the LGFA are set annually through their Statement of Intent. At the end of each financial year the LGFA will report on performance against the Statement of Intent including against those performance targets.

The draft LGFA Statement of Intent for the 2018/19 year contains the following performance targets:

- **The average margin above LGFA's cost of funds charged to the highest rated Participating Local Authorities for the period to:**
 - 30 June 2019 will be no more than 0.10%
 - 30 June 2020 will be no more than 0.10%
 - 30 June 2021 will be no more than 0.10%
- **LGFA's annual insurance and operating expenses for the period to:**
 - 30 June 2019 will be less than \$5.58 million
 - 30 June 2020 will be less than \$5.71 million
 - 30 June 2021 will be less than \$5.83 million
- **Total lending to Participating Local Authorities at:**
 - 30 June 2019 will be at least \$8,020 million
 - 30 June 2020 will be at least \$8,261 million
 - 30 June 2021 will be at least \$8,297 million

LGFA will demonstrate the savings to council borrowers on a relative basis to other sources of financing. This will be measured by maintaining or improving the prevailing secondary market spread between LGFA bonds and those bonds of a similar maturity issued by registered banks, and Auckland Council and Dunedin Council, as a proxy for single name issuance of council financing.

Any new performance measures will be disclosed in the Statement of Intent for the year in which they relate to.