



## Draft Groups of Activities Summaries 2021-31

*Te tuhinga hukihuki mō te Whakarāpopototanga o  
ngā mahi a ngā rōpū Kaunihera 2021-31*

Note: This information has been drafted to support the proposed content of the Long Term Plan 2021-31. It will continue to be refined to reflect feedback into, and decisions resulting from, the formal consultation process from 23 April to 23 May 2021.

# Our Vision and Community Outcomes

Our Vision Statement recognises that the Whakatāne District offers a great quality of life. It also embraces the Council’s role in supporting the community to flourish, fulfil their potential and live life to its fullest.

Our Vision and Community Outcomes set out the high-level direction and goals that we work towards in order to enhance the social, cultural, environmental, and economic well-being of our District and its people.

## Our vision: More life in life

Working together to make living better for our communities, now and in the future



Strong, resilient Council organisation focused on continuous improvement

### Community Outcomes

Community Outcomes are a high level set of goals that we aim to achieve with the District, now and into the future.

We have identified four Community Outcomes for the development of the LTP 2021-2031. These are set out in the circles to the left. Each outcome contributes to the aspects of wellbeing: social, cultural, environmental, and economic. More information about each outcome is set out on the next page. Underpinning the four Community Outcomes is our aspiration to be a ‘strong, resilient Council organisation focused on continuous improvement.’

Our Community Outcomes guide the priorities and projects that we are proposing over the next ten years. They reflect the balance we must endeavour to achieve between focusing on the basics and providing value-added services for our community, at a responsible cost.

# Our Strategic Priorities

Our context is changing rapidly and we know that significant effort and investment is needed to address some of the big challenges and opportunities facing our District and communities.

There are eight goals (strategic priorities) that the Council has identified for change or improvement as we work towards our vision of 'More Life in Life.' These are set out to the right. Consultation with the community in 2020 helped to define these priorities.

Each of our priorities is supported by significant strategies, programmes of work, and projects. This document will list some of these pieces of work and show which group of activities they fall under, and how they contribute to our overarching Community Outcomes. For a more complete list, refer to the 'Strategic Framework on a Page' document.

## Eight priorities for more life in life:



Preparing for population growth and housing demand



Enhancing the environmental outcomes of our activities



Improving the safety, security and resilience of infrastructure



Building climate change and natural hazard resilience



Enhancing the vibrancy of our communities



Facilitating economic regeneration and employment opportunities



Strengthening whānau, hapū and iwi partnerships



Ensuring Council is enabled and fit for the future

# Our Groups of Activities

The Council plays a very important role promoting the social, economic, environmental and cultural well-being of our communities.

We manage a wide range of services and facilities on behalf of the community. The work we do is split up into 11 'groups of activities.' These are shown to the right. The activity or activities in each group are listed underneath.

This document provides a summary of each group of activities, including:

- What we do and why we do it
- Which Community Outcomes the group contributes to
- The key challenges and opportunities for the group
- Key priorities or projects proposed for the group in 2021-31
- What it will cost to deliver the group of activities
- Any key performance measures.



# Council Controlled Organisations (CCOs)

As well as the activities we deliver, the Council is a shareholder in four Council Controlled Organisations (CCOs): Whakatāne Airport, Toi-Economic Development Agency (Toi-EDA), Bay of Plenty Local Authority Shared Services Limited (BoPLASS), and the Local Government Funding Agency (LGFA).

A 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.

In this document, under the relevant group of activities, we will summarise each CCO. 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.



# Leadership and Community – Group Overview

## What we do and why we do it:

This group of activities provides open, effective and accountable governance for the District and supports connected and inclusive leadership for our communities. We encourage an approach of working together with tangata whenua, local interest groups, stakeholder groups, the general public, central government, neighbouring councils and others because it helps us keep in touch with the priorities of our communities, and because it presents significant opportunities to deliver better outcomes for the District.

## Activities in this group:

- Local Governance
- Iwi and Māori Partnerships
- Community Engagement
- Community Development

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

### Outcome: Strong, connected, interdependent, diverse communities

- By supporting local communities through a Community Development Strategy and place-making projects
- By working with Community Boards to prioritise local projects and improvements
- By investing in systems, technology, and people

### Outcome: Constructively and collaboratively engaging with Iwi Māori

- By enhancing meaningful and trusted partnerships and relationships
- By upholding our Treaty-based co-governance, co-management, and other agreements
- By continuing to partner with Iwi Māori on key projects, programmes, and services
- By building the Council's cultural competency and confidence

## Key challenges and opportunities for this group:

- Partnership projects require new skills/ flexibility in approach
- We need to ensure we are keeping abreast of health, safety and wellbeing requirements
- There are opportunities to explore external funding which might be available

## Key priorities and projects in the draft LTP 2021-31 budget:\*

- Producing a Community Development Strategy
- Investing in learning and leadership development
- Focus on organisational change and improvement
- Health and safety training
- Developing the cultural competency and confidence of our organization

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

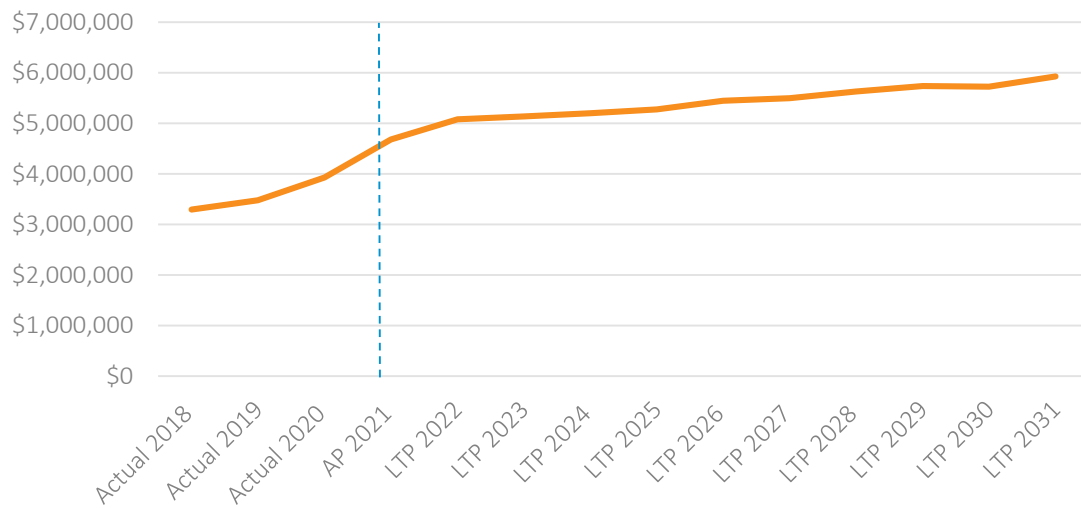
# Leadership and Community – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$38.2 million to deliver. This includes operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

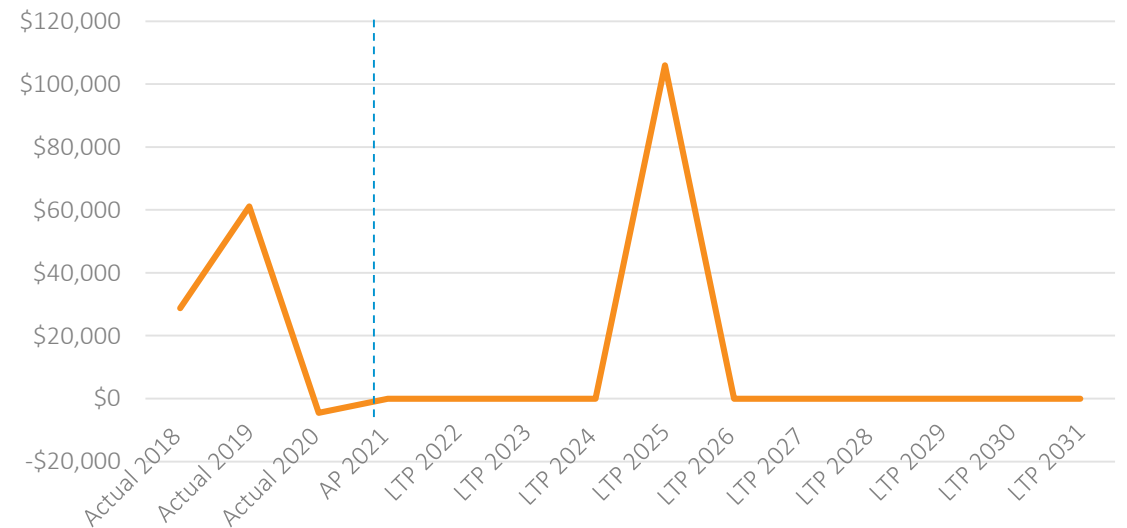
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed budget for each of the ten years of the LTP.

Total cost 2021-31:  
\$38.2 million

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31





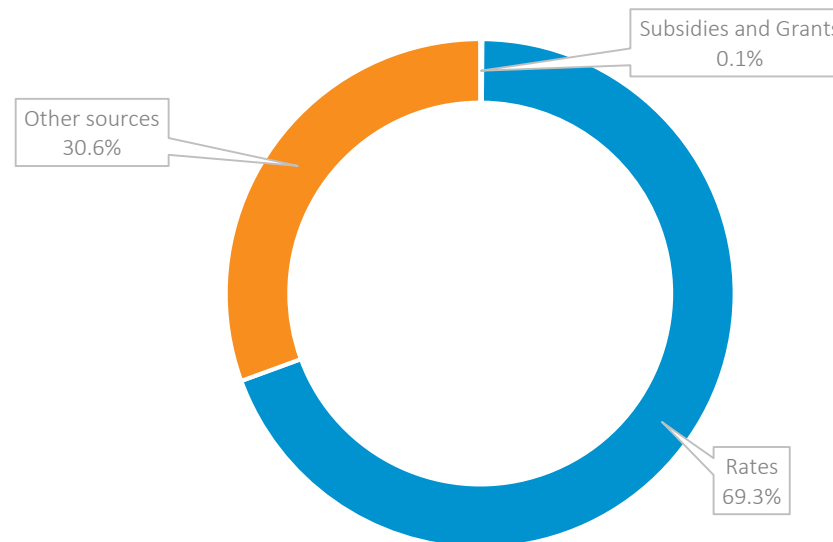


# Leadership and Community – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted and general rates.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'Draft LTP 2021-31 Financial Information' document.

# Leadership and Community – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide the community with access to the information they need	Percentage of users of the whakatane.govt.nz website that remain engaged	78%	77%	77%	77%	77%
	Overall satisfaction with performance in communicating with residents and ratepayers	49%	47%	50%	50%	54%
	User satisfaction with Council's Customer Service Front desk	79%	77%	77%	77%	77%
We provide opportunities for the community to participate in decision making	Satisfaction with the performance of the Mayor and Councillors	52%	50%	50%	50%	50%

# Strategy and Futures – Group Overview

## What we do and why we do it:

This Group of Activities develops strategies, plans and policies to address the challenges and opportunities facing our District - like climate change, housing demand and urban planning, and economic development for example. As the needs of our District and communities change, we aim to meet these evolving needs, and work towards the kind of future that is important to all of us.

## Activities in this group:

- Strategy and Policy
- Economic Development and Regeneration
- Resource Management - Policy

## Key challenges and opportunities for this group:

- Planning for population growth
- Building community resilience in the face of climate change and natural hazards
- Upcoming legislative change, including reformation of the Resource Management Act
- Risk reduction

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

### Outcome: Strong, connected, interdependent, diverse communities

- By developing planning frameworks for how and where we grow
- By reviewing who pays for growth-related costs
- By ensuring we have capacity for growth in our infrastructure and services
- By leveraging Council property assets in the Whakatāne CBD to support economic regeneration

### Outcome: Integrating nature into our decision-making

- By improving understanding of climate change and natural hazards risk and developing adaptation options
- By continuing to be well prepared for when climate change and natural hazard events happen
- By implementing actions towards our zero carbon climate change target

### Outcome: Thriving circular economies

- By developing a 'recreational precinct' masterplan
- By supporting tourism recovery in light of the Whakaari eruption and COVID-19 pandemic

### Outcome: Constructively and collaboratively engaging with Iwi

#### Māori

- By upholding our Treaty-based co-governance, co-management, and other agreements

## Key priorities / projects included in draft LTP 2021-31 budget:\*

- Economy and employment
  - Whakatāne boat harbour development in partnership with Te Rāhui Lands Trust, Ngāti Awa Group Holdings Limited and the Provincial Development Unit
  - Te Ara Hou, the regeneration of the Whakatāne town centre and riverfront
  - Supporting tourism recovery in light of the Whakaari eruption and COVID-19 pandemic
  - Leverage Council's property assets in the CBD through a Property Strategy
- Planning for future development and land-use
  - Progressing a Spatial Plan & Future Development Strategy
  - Undertaking a District Plan Review (2025+)
  - Implementing changes required by the National Policy Statements on Freshwater Management and Urban Development
  - Resource Management Act reform
- Climate change and natural hazards
  - Climate change risk assessment and adaptation planning
  - Natural hazard risk reduction (tsunami, coastal hazards, landslide and urban flooding)

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

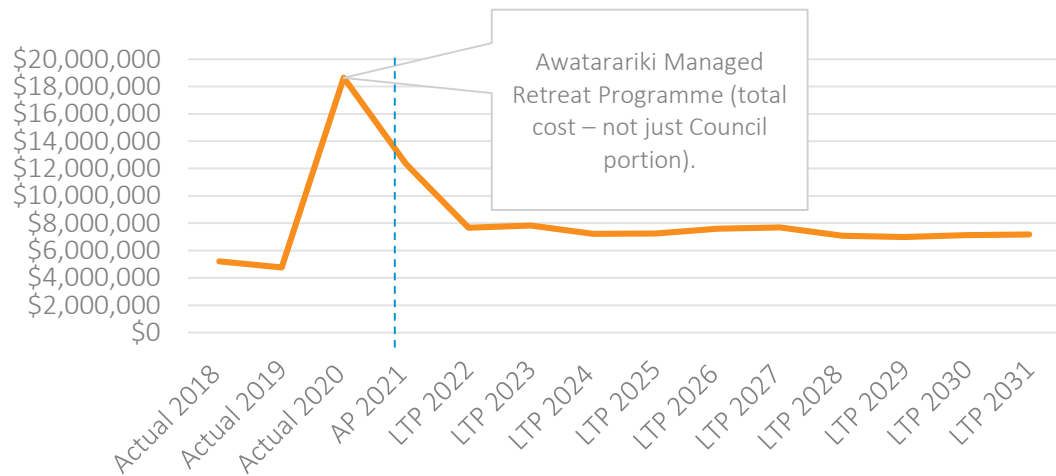
# Strategy and Futures – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$75.4 million to deliver. This includes both operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

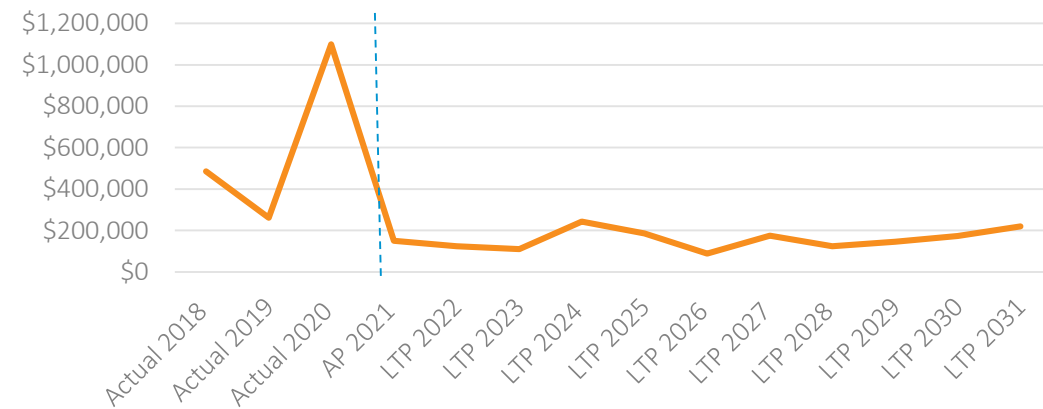
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed budget for each of the ten years of the LTP.

Total cost 2021-31:  
\$75.4 million

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31



# Strategy and Futures – Detailed Costs

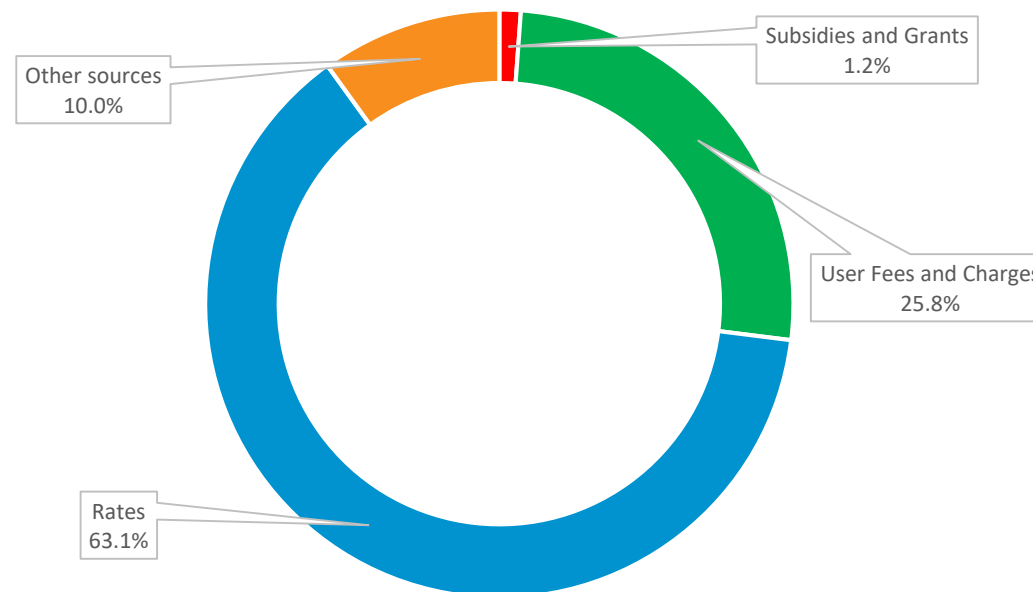
AP 2020/21 \$000		Working LTP 2021/22 \$000	Working LTP 2022/23 \$000	Working LTP 2023/24 \$000	Working LTP 2024/25 \$000	Working LTP 2025/26 \$000	Working LTP 2026/27 \$000	Working LTP 2027/28 \$000	Working LTP 2028/29 \$000	Working LTP 2029/30 \$000	Working LTP 2030/31 \$000
<b>OPERATIONAL</b>											
Sources of operating funding											
4,242	General rates, uniform annual general charges, rates penalties	4,892	5,091	5,190	5,183	5,072	5,455	5,400	5,313	5,364	5,419
887	Targeted Rates	1,012	1,029	1,048	1,066	1,089	1,114	1,127	1,148	1,170	1,192
3,653	Subsidies and grants for operating purposes	520	479	21	21	22	22	22	23	23	23
2,406	Fees and Charges	2,384	2,431	2,480	2,527	2,572	2,619	2,663	2,709	2,755	2,799
386	Internal charges and overheads recovered	361	367	375	381	389	395	404	410	419	426
29	Local authorities fuel tax, fines, infringement fees, and other	29	29	30	30	31	31	32	32	33	33
<b>11,602</b>	<b>Sources of operating funding (A)</b>	<b>9,197</b>	<b>9,427</b>	<b>9,143</b>	<b>9,209</b>	<b>9,174</b>	<b>9,637</b>	<b>9,648</b>	<b>9,635</b>	<b>9,764</b>	<b>9,893</b>
Applications of operating funding											
10,270	Payments to staff and suppliers	5,443	5,613	4,947	4,967	5,286	5,340	4,722	4,584	4,658	4,665
220	Finance costs	242	231	223	208	191	186	176	167	161	151
1,949	Internal charges & overheads applied	2,129	2,148	2,188	2,205	2,257	2,325	2,352	2,398	2,466	2,512
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>12,439</b>	<b>Applications of operating funding (B)</b>	<b>7,814</b>	<b>7,992</b>	<b>7,358</b>	<b>7,381</b>	<b>7,733</b>	<b>7,850</b>	<b>7,250</b>	<b>7,149</b>	<b>7,285</b>	<b>7,328</b>
<b>(837)</b>	<b>Surplus (deficit) of operating funding (A-B)</b>	<b>1,383</b>	<b>1,435</b>	<b>1,785</b>	<b>1,828</b>	<b>1,441</b>	<b>1,786</b>	<b>2,398</b>	<b>2,486</b>	<b>2,479</b>	<b>2,565</b>
<b>CAPITAL</b>											
Sources of capital funding											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
1,991	Increase (decrease) in debt	(401)	11	(120)	(542)	(183)	(431)	(338)	(389)	(340)	(318)
-	- Gross proceeds from sale of assets	2,025	2,225	1,894	-	-	-	-	-	-	-
-	- Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>1,991</b>	<b>Sources of capital funding (C)</b>	<b>1,624</b>	<b>2,236</b>	<b>1,774</b>	<b>(542)</b>	<b>(183)</b>	<b>(431)</b>	<b>(338)</b>	<b>(389)</b>	<b>(340)</b>	<b>(318)</b>
Applications of capital funding											
Capital expenditure											
81	- to meet additional demand	24	67	34	71	19	35	23	39	52	22
-	- to improve level of service	-	-	156	-	-	-	-	-	-	-
70	- to replace existing assets	101	42	53	115	69	139	102	107	121	197
1,003	Increase (decrease) in reserves	2,882	3,561	3,316	1,101	1,170	1,181	1,935	1,950	1,966	2,028
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>1,154</b>	<b>Applications of capital funding (D)</b>	<b>3,007</b>	<b>3,671</b>	<b>3,559</b>	<b>1,287</b>	<b>1,258</b>	<b>1,355</b>	<b>2,060</b>	<b>2,096</b>	<b>2,139</b>	<b>2,247</b>
<b>837</b>	<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(1,383)</b>	<b>(1,435)</b>	<b>(1,785)</b>	<b>(1,828)</b>	<b>(1,441)</b>	<b>(1,786)</b>	<b>(2,398)</b>	<b>(2,486)</b>	<b>(2,479)</b>	<b>(2,565)</b>
<b>Funding Balance ((A-B) + (C-D))</b>				<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>			

# Strategy and Futures – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted and general rates.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'Draft LTP 2021-31 Financial Information' document.

# Strategy and Futures – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20 years	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We develop quality strategies, policies, plans and standards	Preparation of the Future Development Programme	New measure*	Collaborate with other organisations to develop an Eastern Bay Spatial Plan and while also progressing a District-wide Future Development Strategy	Complete Eastern Bay Spatial Plan and Future Development Strategy	District Plan changes to implement the Eastern Bay Spatial Plan and Future Development Strategy	District Plan changes operational and ongoing monitoring of development to ensure sufficient capacity for growth
	Progress made to develop District Plan Changes	New measure*	Develop plan changes to ensure the District Plan remains responsive to local issues and consistent with the requirements of the broader planning framework	Develop plan changes to ensure the District Plan remains responsive to local issues and consistent with the requirements of the broader planning framework including the National Policy Statement for Urban Development	Develop plan changes to ensure the District Plan remains responsive to local issues and consistent with the requirements of the broader planning framework including the National Policy Statement for Freshwater Management	Develop plan changes to ensure the District Plan remains responsive to local issues and consistent with the requirements of the broader planning framework
We enhance the local economy of the district for our communities	Satisfaction with efforts to attract and expand business	59%	57%	57%	57%	57%
	Satisfaction with efforts to promote tourism	65%	62%	63%	63%	63%
	Satisfaction with efforts to enable and promote events**	65% in 2020	58%	63%	63%	63%

\* This is a new measure proposed for the Long Term Plan 2021-31, so we do not have results from previous years to compare our targets to.

\*\* The year one target for this measure is based on results for the first two quarters of 2020/21 (rather than the full year result for 2019/20), which show a drop in satisfaction for this measure. The target recognises that the events industry – or perceptions of it – may continue to be impacted by COVID-19. The performance measure related to tourism does not seem to have been as impacted by COVID-19, and therefore targets have been set in line with results from 2019/20.



# Council Controlled Organisation – 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. Toi-EDA's purpose and vision is to grow the Eastern Bay of Plenty: Tini o Toi – kia tipu, kia puawai (To create, grow and blossom the myriads of Toi). Toi-EDA contributes to the outcomes of the Economic Development and Regeneration activity in the 'Strategy and Futures' group of activities.

Toi-EDA is an exempted Council Controlled Organisation (CCO) under the Local Government Act 2002. This means that it 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.

## The Council's objectives for being involved in this CCO are:

- 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.

## Toi-EDA states that its purpose and vision is measured by:

- Improved skills by higher education levels
- Business growth (turnover, increased employees, new business)
- Improved use of human resources by employment statistics
- Increased population
- Increased productivity of the Eastern Bay of Plenty, measured in conjunction with the wider Bay of Plenty region

## 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

## More information:

More information about Toi-EDA is available on its website: [toi-eda.co.nz](http://toi-eda.co.nz)

# Roads and Footpaths – Group Overview

## What we do and why we do it:

This Group of Activities aims to provide a safe, reliable and sustainable transport system that is accessible to everyone and caters to a variety of transport choices. This includes increasingly for pedestrians, cyclists, and the mobility impaired alongside motorised vehicles. We aim to deliver a well-functioning transport system that keeps people and places connected, supports a vibrant economy, and allows for the efficient day-to-day running of communities.

## Activities in this group:

- Roads and Footpaths

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

### Outcome: Strong, connected, interdependent, diverse communities

- By ensuring we have capacity for growth in our infrastructure and services
- By implementing the Active Whakatāne Strategy
- By enhancing the safety of our transport networks

### Outcomes: Integrating nature into our decision-making AND Thriving circular economies

- By implementing actions towards our zero carbon climate change target
- By enhancing the climate change resilience of our infrastructure

## Key challenges for this group:

- Changing funding opportunities
- Increasing costs
- Increasing road use
- Reducing speed of travel
- Enhancing road safety at key risk areas
- Climate change mitigation and adaptation

## Key opportunities for this group:

- Supporting Waka Kotahi/NZTA's 'Road to Zero' strategy (road safety strategy 2020-30)
- Optimising investment in the network
- Continued focus on road safety and speed reduction
- Supporting climate change outcomes
- Supporting regional growth

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- Improvements to the flow of traffic over the Landing Road roundabout and bridge as a result of the Access Whakatāne project
- Two Thornton Road safety projects
- Investment into Keepa Road to upgrade network function and capacity to support the District's growth
- Progressing projects in line with the Active Whakatāne Strategy, with an additional \$1 million proposed per annum
- Proposed \$500,000 per annum to restart seal extension programme
- All maintenance, operations and renewal activities will be largely business as usual.

## Seeking long term efficiencies through:

- More data collection and modelling
- Reducing social cost of crashes
- Implementing Climate Change Transport Action Plan
- Implementing Active Whakatāne Programme
- Focusing on integrated planning, demand management, and network optimisation

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

# Roads and Footpaths – Potential Negative Effects

Sometimes the activities we do can have some sort of a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that sometimes there is a trade-off.

The table below shows the possible negative effects of this activity, the aspects of wellbeing that are primarily impacted, and what we are going to do to try and minimise the impacts.

Possible negative effect	Aspects of wellbeing primarily impacted				How we will try to minimise this impact
	Social	Cultural	Environmental	Economic	
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.	✓				Ensure appropriate temporary traffic management to minimise delays. This could include for example working outside of peak hour traffic, requiring short detours, or implementing manual traffic control.
The provision of a roading network may encourage increased traffic volumes and increase the levels of greenhouse gas emissions.	✓		✓		The Council's Climate Change Strategy sets out targets for reducing emissions, and has a specific Transport Action Plan. Council's Active Whakatāne Strategy recognises active user groups, and has a vision for a District where active travel and recreation improve health, connectedness, our environment and economy.

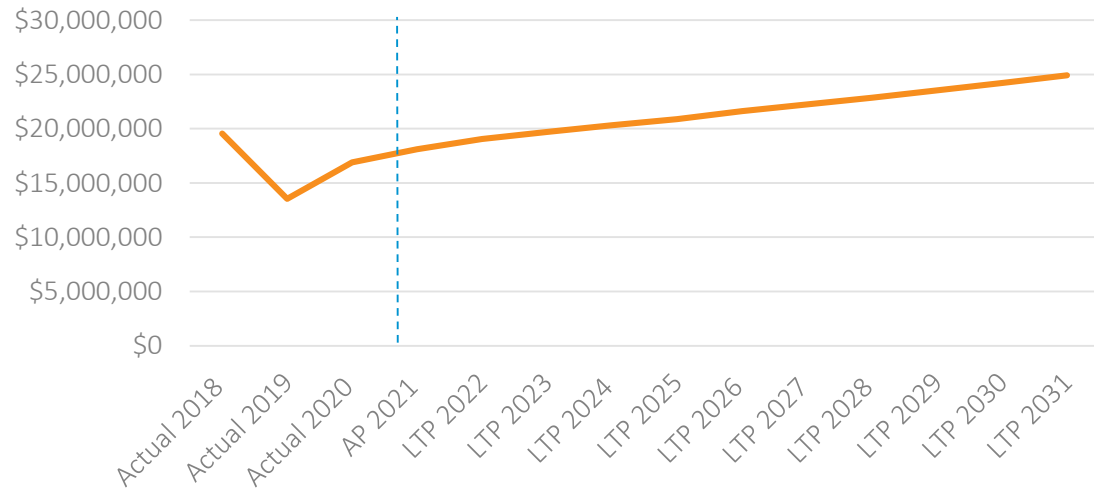
# Roads and Footpaths – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$339.8 million to deliver. This includes both operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

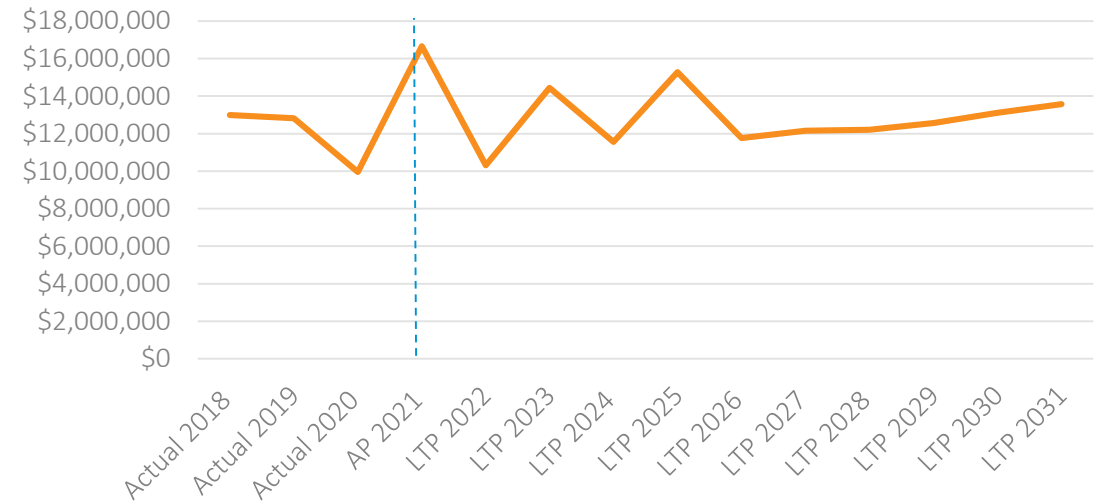
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$339.8 million**

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31



# Roads and Footpaths – Detailed Costs

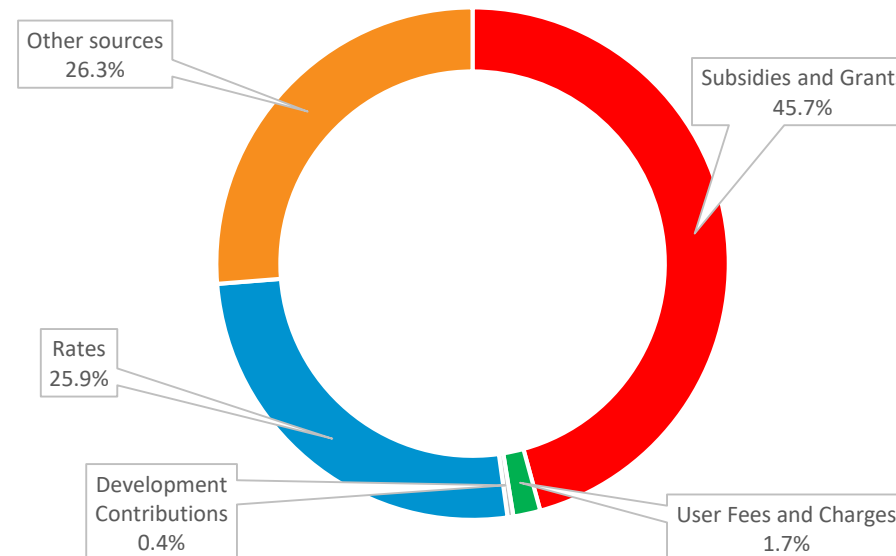
AP 2020/21 \$000	Working LTP 2021/22 \$000	Working LTP 2022/23 \$000	Working LTP 2023/24 \$000	Working LTP 2024/25 \$000	Working LTP 2025/26 \$000	Working LTP 2026/27 \$000	Working LTP 2027/28 \$000	Working LTP 2028/29 \$000	Working LTP 2029/30 \$000	Working LTP 2030/31 \$000
<b>OPERATIONAL</b>										
Sources of operating funding										
(31)										
5,857	6,032	6,597	6,840	7,015	7,255	7,462	7,708	7,979	8,276	8,552
6,993	4,485	4,570	4,640	4,774	4,913	5,055	5,202	5,353	5,508	5,668
34	34	35	36	37	38	39	40	41	42	44
1,382	1,883	1,941	1,999	2,057	2,117	2,178	2,241	2,306	2,373	2,442
738	841	870	904	933	966	1,000	1,036	1,071	1,113	1,151
<b>14,972</b>	<b>13,244</b>	<b>13,980</b>	<b>14,386</b>	<b>14,783</b>	<b>15,255</b>	<b>15,700</b>	<b>16,192</b>	<b>16,714</b>	<b>17,276</b>	<b>17,818</b>
Applications of operating funding										
9,585	6,960	7,163	7,262	7,462	7,670	7,883	8,104	8,330	8,565	8,804
323	374	423	461	475	497	533	565	603	648	679
2,430	2,995	3,043	3,119	3,168	3,246	3,340	3,415	3,497	3,600	3,684
-	-	-	-	-	-	-	-	-	-	-
<b>12,338</b>	<b>10,329</b>	<b>10,629</b>	<b>10,842</b>	<b>11,105</b>	<b>11,414</b>	<b>11,756</b>	<b>12,084</b>	<b>12,429</b>	<b>12,813</b>	<b>13,168</b>
<b>2,634</b>	<b>2,914</b>	<b>3,352</b>	<b>3,544</b>	<b>3,677</b>	<b>3,841</b>	<b>3,944</b>	<b>4,108</b>	<b>4,285</b>	<b>4,463</b>	<b>4,650</b>
<b>CAPITAL</b>										
Sources of capital funding										
12,991	6,495	9,002	7,547	9,520	7,305	7,518	7,579	7,799	8,112	8,423
13	90	93	96	99	102	105	108	111	114	117
883	1,321	2,758	988	1,306	1,293	1,347	1,337	1,329	1,324	1,313
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
<b>13,887</b>	<b>7,907</b>	<b>11,852</b>	<b>8,631</b>	<b>10,924</b>	<b>8,700</b>	<b>8,970</b>	<b>9,023</b>	<b>9,238</b>	<b>9,550</b>	<b>9,854</b>
Applications of capital funding										
Capital expenditure										
6,459	956	4,068	1,870	4,043	2,288	2,355	2,423	2,493	2,565	2,640
5,147	3,779	4,618	3,721	4,699	2,963	3,049	3,137	3,228	3,322	3,418
5,048	5,584	5,757	5,967	6,532	6,513	6,744	6,648	6,841	7,222	7,507
(132)	502	761	617	(672)	778	766	923	960	903	940
-	-	-	-	-	-	-	-	-	-	-
<b>16,522</b>	<b>10,821</b>	<b>15,204</b>	<b>12,175</b>	<b>14,602</b>	<b>12,541</b>	<b>12,914</b>	<b>13,131</b>	<b>13,523</b>	<b>14,012</b>	<b>14,504</b>
<b>(2,634)</b>	<b>(2,914)</b>	<b>(3,352)</b>	<b>(3,544)</b>	<b>(3,677)</b>	<b>(3,841)</b>	<b>(3,944)</b>	<b>(4,108)</b>	<b>(4,285)</b>	<b>(4,463)</b>	<b>(4,650)</b>
<b>(i) Funding Balance ((A-B) + (C-D))</b>				<b>(i)</b>				<b>(i)</b>	<b>(i)</b>	<b>(i)</b>

# Roads and Footpaths – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted and general rates.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Roads and Footpaths – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide safe and quality infrastructure to enable various modes of transport	Satisfaction with Council roads	60%	58%	58%	58%	58%
	The average quality of ride on a sealed local road network, measured by smooth travel exposure. (M)	94%	above 90%	above 90%	above 90%	above 90%
	Percentage of sealed local road network that is resurfaced (M)	6.5%	6-7%	6-7%	6-7%	6-7%
	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%	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.
We respond to community requests relating to roads and footpaths in a timely manner	Percentage of emergency customer service requests relating to roads and footpaths responded to within 2 hours (M)	90%	90%	90%	90%	90%
	Percentage of all other customer service requests relating to roads and footpaths responded to within 7 days (M)	100%	95%	95%	95%	95%

(M) – This performance measure is mandatory for all councils to report on, having been set under the ‘Non-Financial Performance Measures Rules 2013’ in accordance with section 261B of the Local Government Act 2002.

# Water Supply – Group Overview

## What we do and why we do it:

This Group of Activities provides safe, reliable and sustainable water supplies to our District. This currently includes provision to over 12,500 properties for domestic, industrial, commercial and agricultural use. With large areas of our District being rural and in some cases isolated, many households have independent systems supplying their own needs. Water is also provided for urban firefighting requirements.

## Activities:

- Water Supply

## Key challenges and opportunities for this group:

- Prioritising water quality and safety
- Improving the resilience of our water supply
- Minimizing the impact of our infrastructure on the environment
- Providing infrastructure for our growing population

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

Outcome: Strong, connected, interdependent, diverse communities

- By ensuring we have capacity for growth in our infrastructure and services
- By preparing for significant reform of three waters services

Outcome: Constructively and collaboratively engaging with Iwi Māori

- By upholding our Treaty-based co-governance, co-management, and other agreements

Outcomes: Integrating nature into our decision-making AND Thriving circular economies

- By enhancing the climate change resilience of our infrastructure
- By upgrading infrastructure to address issues for our water supply
- By implementing actions towards our zero carbon climate change target

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- Whakatāne water treatment plant upgrade
- Plains and Murupara water treatment upgrades
- New water source and treatment plant to meet growth and address climate change
- New and renewal of reservoirs to meet levels of service, climate change, and growth considerations
- Water take consents

## Activities / areas that will be largely business as usual:

- Watermain renewals

## Key options for cost savings / efficiency gains:

- Water loss management
- Energy management

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

## Three Waters reform programme:

Central government is progressing a Three Waters Reform Programme, and the future responsibility for water supply, wastewater, and stormwater assets is uncertain. The assumption for this LTP is that all three waters services will remain in Council control for the period of the LTP. The Council has signed up to a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.



# Water Supply – Potential Negative Effects

Sometimes the activities we do can have some sort of a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that sometimes there is a trade-off.

The table below shows the possible negative effects of this activity, the aspects of wellbeing that are primarily impacted, and what we are going to do to try and minimise the impacts.

Possible negative effect	Aspects of wellbeing primarily impacted				How we will try to minimise this impact
	Social	Cultural	Environmental	Economic	
Over extraction of water.		✓	✓		Comply with Resource Consent conditions on maximum draw. Monitor 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, though 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. The draft LTP budget includes allocation for improving the resilience and security of our water supply.

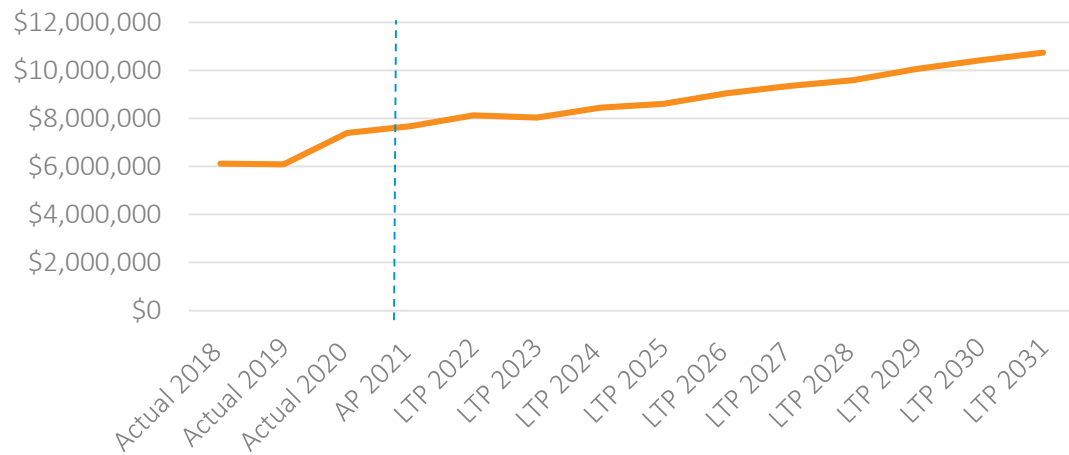
# Water Supply – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$141.2 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

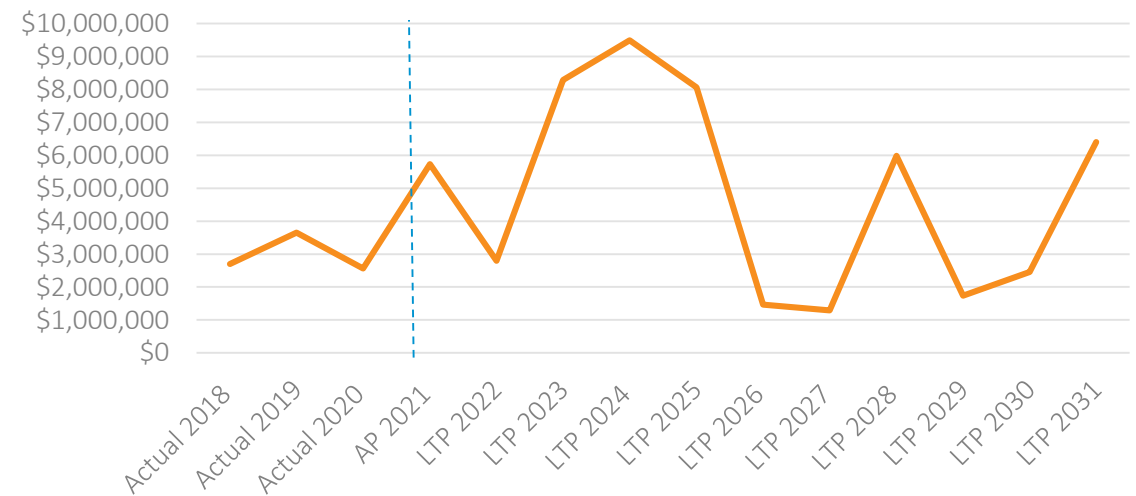
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$141.2 million**

Operational Expenditure 2018-31



Capital Expenditure 2018-31



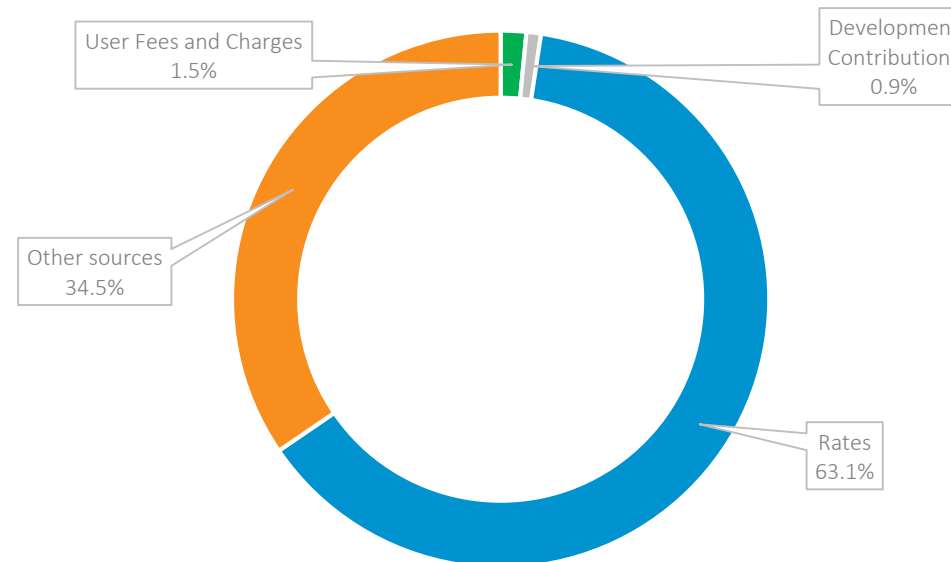


# Water Supply – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category is made up of targeted rates only. General rates are not a funding source for this group of activities.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Water Supply – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide safe, quality water supplies which meet the needs of the community	The extent to which Council's drinking water supplies comply with Part 4 of the Drinking Water Standards (bacteria compliance criteria) <sup>(M)</sup>	8 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) <sup>(M)</sup>	6 schemes compliant	7 schemes compliant out of 9*	8 schemes compliant out of 9	8 schemes compliant out of 9	8 schemes compliant out of 9
	Total Number of complaints per 1,000 connections, received by the Council about any of the following : drinking water clarity drinking water taste drinking water odour water pressure or flow continuity of supply the Council's response to any of these issues <sup>(M)</sup>	New method of measurement**	less than 30 overall	less than 30 overall	less than 30 overall	less than 30 overall
	Satisfaction with the water supply and quality of drinking water (supplied by Council)	71%	68%	68%	68%	68%

(M) – This performance measure is mandatory for all councils to report on, having been set under the 'Non-Financial Performance Measures Rules 2013' in accordance with section 261B of the Local Government Act 2002.

\* The Murupara, Penetito/ Galatea Road, and Rangitāiki Plains schemes do not have the necessary infrastructure to consistently meet Part 5 requirements. This is typically provided by filtration and ultraviolet disinfection. Where this infrastructure is not in place, or when treatment is interrupted, back-up systems mitigate health risk.

\*\* In the past we have reported on each type of complaint individually. For this reason, we do not have results from previous years for this combined measure. Results for individual complaint types in previous years can be found in our Annual Reports, which are available on our website: <https://www.whakatane.govt.nz/documents/council-reports/annual-reports>

# Water Supply – Performance (continued)

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We respond to water supply call-outs in a timely manner	Median response time to attend urgent call-outs for areas supplied by Council from the time that the local authority receives notification to the time that service personnel reach the site <sup>(M)</sup>	0.57 hours	less than 1 hour	less than 1 hour	less than 1 hour	less than 1 hour
	Median response time to resolve urgent call-outs for areas supplied by Council from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption <sup>(M)</sup>	2.9 hours	less than 8 hours	less than 8 hours	less than 8 hours	less than 8 hours
	Median response time to attend non-urgent call-outs for areas supplied by Council from the time that the local authority receives notification to the time that service personnel reach the site <sup>(M)</sup>	17.5 hours	less than 24 hours	less than 24 hours	less than 24 hours	less than 24 hours
	Median response time to resolve non-urgent call-outs for areas supplied by Council from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption <sup>(M)</sup>	21.1 hours	less than 48 hours	less than 48 hours	less than 48 hours	less than 48 hours
We work to reduce unnecessary water consumption from our systems and in the community	Average consumption of drinking water per day per resident in the District for metered areas supplied by Council <sup>(M)</sup>	258 litres	less than 270 litres	less than 260 litres	less than 260 litres	less than 260 litres
	Average consumption of drinking water per day per resident in the District for unmetered areas supplied by Council <sup>(M)</sup>	260 litres	less than 350 litres	less than 350 litres	less than 350 litres	less than 300 litres
	Percentage of real water loss from council networked reticulation system for metered schemes based on the standard International Water Association (IWA) water balance <sup>(M)</sup>	20%	less than 20%	less than 20%	less than 20%	less than 20%
	Percentage of real water loss from council networked reticulation system for unmetered schemes <sup>(M)</sup>	59%	less than 60%	less than 60%	less than 60%	less than 60%

(M) – This performance measure is mandatory for all councils to report on, having been set under the ‘Non-Financial Performance Measures Rules 2013’ in accordance with section 261B of the Local Government Act 2002.

# Sewage Treatment and Disposal – Group Overview

## Objectives of this group:

This Group of Activities provides our district with reliable and sustainable sewage treatment and disposal services. We aim to provide services to collect, treat, and dispose of wastewater in a safe and sustainable way that protects public health and doesn't compromise ecosystems.

## Activities:

- Sewage Treatment and Disposal

## Key challenges and opportunities for this group:

- Setting the future direction of wastewater management in the District
- Ensuring compliance with updated consent requirements
- Minimizing the impact of our infrastructure on the environment
- Providing infrastructure for our growing population

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

Outcome: Strong, connected, interdependent, diverse communities

- By ensuring we have capacity for growth in our infrastructure and services
- By finding a waste water solution for Matatā
- Preparing for significant reform of three waters services

Outcome: Constructively and collaboratively engaging with Iwi Māori

- By upholding our Treaty-based co-governance, co-management, and other agreements

Outcomes: Integrating nature into our decision-making AND Thriving circular economies

- By implementing actions towards our zero carbon climate change target
- By obtaining new consents and upgrading of wastewater treatment plants
- By enhancing the climate change resilience of our infrastructure

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- Matatā wastewater scheme
- Planning for wastewater consent expiries in 2026
- Upgrade of Whakatāne wastewater treatment plant
- New community wastewater treatment plant

## Key options for cost savings / efficiency gains:

- Energy management

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

## Three Waters reform programme:

Central government is progressing a Three Waters Reform Programme, and the future responsibility for water supply, wastewater, and stormwater assets is uncertain.

The assumption for this LTP is that all three waters services will remain in Council control for the period of the LTP. The Council has signed up to a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.

# Sewage Treatment and Disposal – Potential Negative Effects

Sometimes the activities we do can have some sort of a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that sometimes there is a trade-off.

The table below shows the possible negative effects of this activity, the aspects of wellbeing that are primarily impacted, and what we are going to do to try and minimise the impacts.

Possible negative effect	Aspects of wellbeing primarily impacted				How we will try to minimise this impact
	Social	Cultural	Environmental	Economic	
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 consents 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 consents. Alternative options will be considered prior to Resource Consent expiration in 2026.



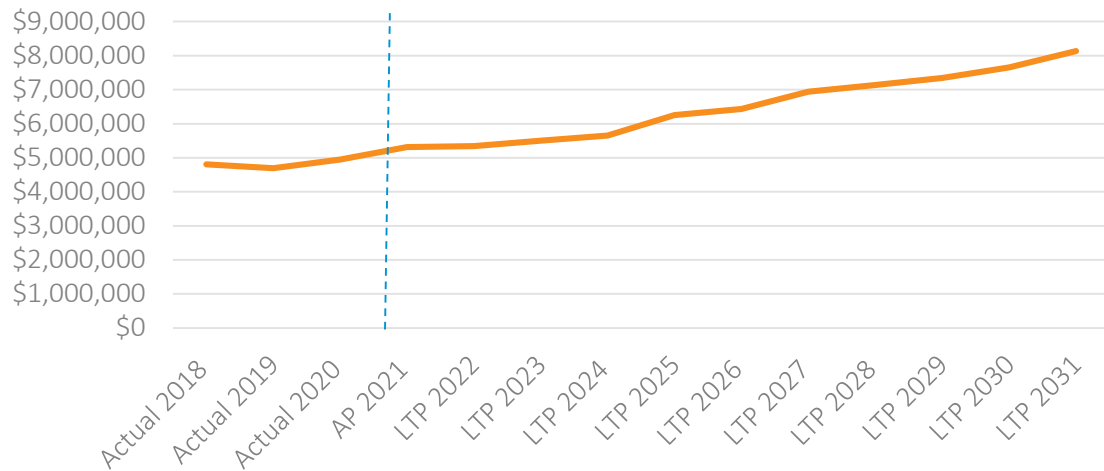
# Sewage Treatment and Disposal – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$138.8 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

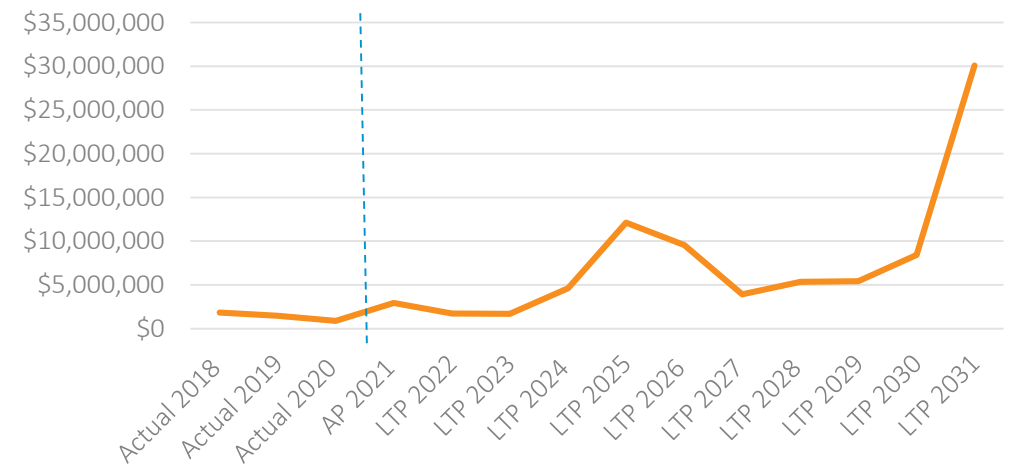
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed LTP budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$138.8 million**

Operational Expenditure 2018-31



Capital Expenditure 2018-31



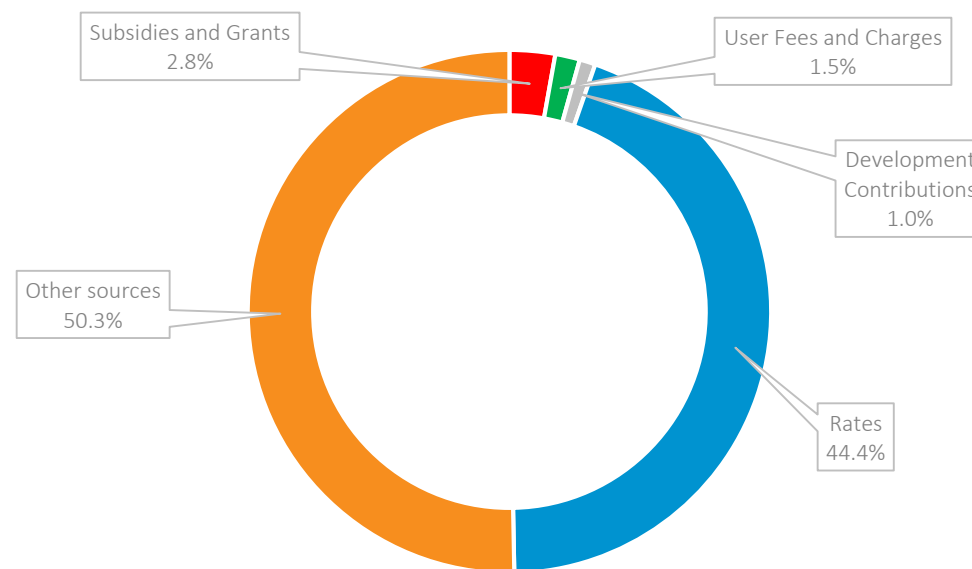


# Sewage Treatment and Disposal – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category is made up of both targeted and general rates.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Sewage Treatment and Disposal – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide safe, quality wastewater systems which meet the needs of the community	Satisfaction with the sewerage system for areas supplied by Council	76%	74%	74%	74%	74%
	Total number of complaints received per 1,000 connections about any of the following: sewage odour sewage system faults system blockages the Council's response to any of these issues <sup>(M)</sup>	New method of measurement*	less than 40	less than 40	less than 40	less than 40
We respond to sewerage overflows in a timely manner	Median response time to attend a sewerage overflow resulting from a blockage or other fault in the Council's sewerage system from the time that the territorial authority receives notification to the time that service personnel reach the site <sup>(M)</sup>	0.43 hours	less than 2 hours	less than 2 hours	less than 2 hours	less than 2 hours
	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the Council's sewerage system from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault <sup>(M)</sup>	3.89 hours	less than 8 hours	less than 8 hours	less than 8 hours	less than 8 hours

(M) – This performance measure is mandatory for all councils to report on, having been set under the 'Non-Financial Performance Measures Rules 2013' in accordance with section 261B of the Local Government Act 2002.

\* In the past we have reported on each type of complaint individually. For this reason, we do not have results from previous years for this combined measure. Results for individual complaint types in previous years can be found in our Annual Reports, which are available on our website: <https://www.whakatane.govt.nz/documents/council-reports/annual-reports>

# Sewage Treatment and Disposal – Performance (continued)

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We minimise the impact of wastewater on the environment	Number of dry weather sewage overflows from the Council's sewerage system per 1,000 connections to that sewerage system <sup>(M)</sup>	1.4	less than 3 overflows	less than 3 overflows	less than 3 overflows	less than 3 overflows
	Number of abatement notices received by the Council in relation to the resource consents for discharge from our sewerage systems <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero
	Number of infringement notices received by the Council in relation to the resource consents for discharge from our sewerage systems <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero
	Number of enforcement orders received by the Council in relation to the resource consents for discharge from our sewerage systems <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero
	Number of convictions received by the Council in relation to the resource consents for discharge from our sewerage systems <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero

(M) – This performance measure is mandatory for all councils to report on, having been set under the 'Non-Financial Performance Measures Rules 2013' in accordance with section 261B of the Local Government Act 2002.

# Stormwater Drainage – Group Overview

## What we do and why we do it:

This Group of Activities helps protect people and property from the impacts of flooding as well as protecting public health from the potentially adverse effects of stormwater run-off. Because stormwater is discharged into streams, rivers and coastal waters, it needs to be as clean as possible. While we do not treat stormwater run-off, we monitor stormwater discharge to ensure it meets the required standards. Alongside our stormwater activity - river stop banks are managed by the Bay of Plenty Regional Council with the similar objective of protecting from the impacts of flooding.

## Activities:

- Stormwater Drainage

## Three Waters reform programme:

Central government is progressing a Three Waters Reform Programme, and the future responsibility for water supply, wastewater, and stormwater assets is uncertain. The assumption for this LTP is that all three waters services will remain in Council control for the period of the LTP. The Council has signed up to a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.

## Key challenges and opportunities for this group:

- Minimizing the impact of our infrastructure on the environment
- Providing infrastructure for our growing population

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

Outcome: Strong, connected, interdependent, diverse communities

- By ensuring we have capacity for growth in our infrastructure and services
- By preparing for significant reform of three waters services

Outcome: Constructively and collaboratively engaging with Iwi Māori

- By upholding our Treaty-based co-governance, co-management, and other agreements

Outcomes: Integrating nature into our decision-making AND Thriving circular economies

- By implementing actions towards our zero carbon climate change target
- By enhancing the climate change resilience of our infrastructure

## Key priorities and projects included in draft LTP 2021-31:\*

- Delivering on the Council's Comprehensive Stormwater Catchment Strategy
- Whakatāne western catchment upgrade
- Apanui linear park to aesthetically enhance the reserve, decrease flood risks, provide flood water storage, create overland flow paths, and future-proof for rising groundwater due to climate change.
- Upgrades to gain new consents for stormwater discharge
- Stormwater consents across the District

## Activities / areas that will be largely BAU:

- Various Whakatāne stormwater upgrades and renewals

## Key options for cost savings / efficiency gains:

- Energy management

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

# Stormwater Drainage – Potential Negative Effects

Sometimes the activities we do can have some sort of a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that sometimes there is a trade-off.

The table below shows the possible negative effects of this activity, the aspects of wellbeing that are primarily impacted, and what we are going to do to try and minimise the impacts.

Possible negative effect	Aspects of wellbeing primarily impacted				How we will try to minimise this impact
	Social	Cultural	Environmental	Economic	
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 any potential 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. Use of 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.

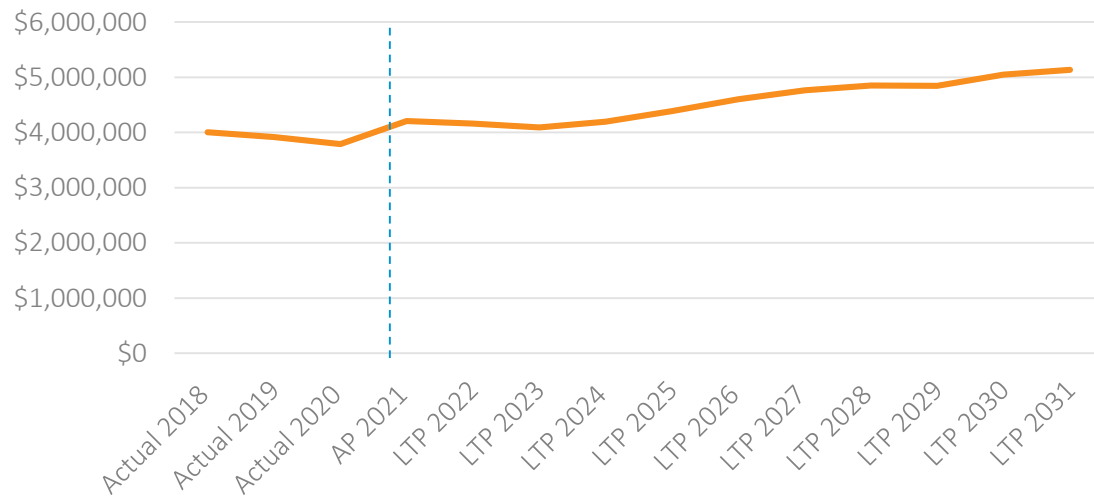
# Stormwater Drainage – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$62.4 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

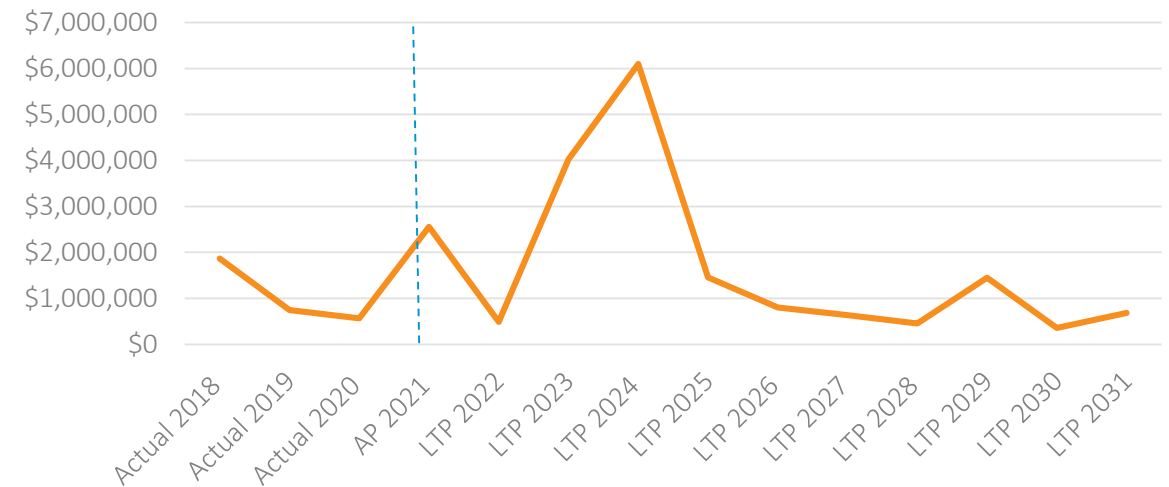
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$62.4 million**

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31





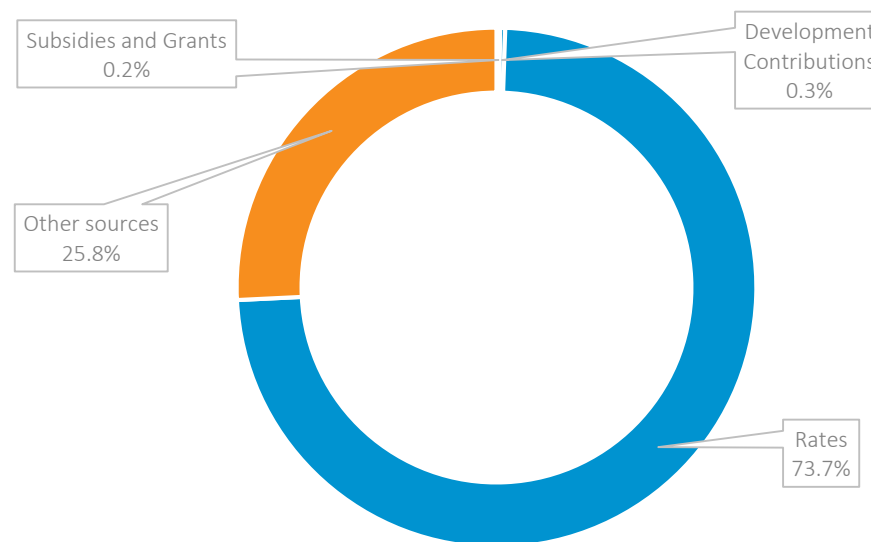


# Stormwater Drainage – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted rates and general rates.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Stormwater Drainage – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide towns with quality stormwater systems and services	Number of flooding events in the District <sup>(M)*</sup>	0 in 2020	less than 3	less than 3	less than 3	less than 3
	For each flooding event,* the number of habitable floors affected (per 1,000 properties connected to the Council's stormwater system) <sup>(M)</sup>	0 in 2020	less than 10	less than 10	less than 10	less than 10
	Median response time to attend a flooding event* <sup>(M)</sup>	N/A in 2020	less than 3 hours	less than 3 hours	less than 3 hours	less than 3 hours
	The number of complaints received about the performance of the stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system. <sup>(M)</sup>	5.56 in 2020	less than 10	less than 10	less than 10	less than 10

(M) – This performance measure is mandatory for all councils to report on, having been set under the 'Non-Financial Performance Measures Rules 2013' in accordance with section 261B of the Local Government Act 2002.

\*The DIA requires results for these measures to be presented according to the following definitions:

'Flooding event' - an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor.

'Stormwater system' - the pipes and infrastructure (excluding roads) that collect and manage rainwater run-off, from the point of connection to the point of discharge.

# Stormwater Drainage – Performance (continued)

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We minimise the impact of stormwater on the environment	Number of abatement notices received by the Council in relation to the resource consents for discharge from our stormwater system <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero
	Number of infringement notices received by the Council in relation to the resource consents for discharge from our stormwater system <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero
	Number of enforcement orders received by the Council in relation to the resource consents for discharge from our stormwater system <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero
	Number of convictions received by the Council in relation to the resource consents for discharge from our stormwater system <sup>(M)</sup>	0 in 2020	zero	zero	zero	zero

(M) – This performance measure is mandatory for all councils to report on, having been set under the ‘Non-Financial Performance Measures Rules 2013’ in accordance with section 261B of the Local Government Act 2002.

# Waste Management and Minimisation – Group Overview



## What we do and why we do it:

The Waste Management and Minimisation group is about protecting the health of people and the environment by providing a reliable kerbside rubbish and recycling collection service, and promoting waste minimisation and resource recovery. We aim to encourage and support waste reduction, reuse, and recycling through education programmes, and by providing the right infrastructure and services. Waste management is required to meet the requirements of several pieces of legislation, including the Waste Minimisation Act 2008, the New Zealand Waste Strategy 2010 and the Local Government Act 2002.

## Activities:

- Waste Management and Minimisation

## Key challenges and opportunities for this group:

- Increasing Waste Levy and Emission Trading Scheme Charges
- Increasing waste tonnage in the District (at a rate of approximately 1,000 tonnes each year)
- Numerous legislative changes
- New Waste Management and Minimisation Plan (refer to blue box for more details) – a community plan with new initiatives (including organic waste processing)
- Increased funding from central government

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- Local organic waste processing plant – Murupara/ Minginui/ Ruatāhuna
- Education initiatives – many proposed in Waste Management and Minimisation Plan

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

*Outcomes: Integrating nature into our decision-making AND Thriving circular economies*

- By ensuring we have capacity for growth in our infrastructure and services
- By managing waste more sustainably including advancing local solutions
- By implementing actions towards our zero carbon climate change target
- By enhancing the climate change resilience of our infrastructure

## Waste Management and Minimisation Plan:

Alongside the LTP, the Council has reviewed the Waste Management and Minimisation Plan. This plan looks to consider future levels of service and costs, with a view to minimising the amount of waste our District sends to landfill. A copy of this plan is available on our website and is open for consultation alongside consultation on the LTP.

Any changes proposed following consultation on the Waste Management and Minimisation Plan will be reflected in our final LTP.

# Waste Management and Minimisation – Potential Negative Effects

Sometimes the activities we do can have some sort of a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that sometimes there is a trade-off.

The table below shows the possible negative effects of this activity, the aspects of wellbeing that are primarily impacted, and what we are going to do to try and minimise the impacts.

Possible negative effect	Aspects of wellbeing primarily impacted				How we will try to minimise this impact
	Social	Cultural	Environmental	Economic	
Changing weather patterns and climate change may result in permanent environmental changes and extreme events causing damage to existing assets including closed landfill sites. There is also potential for previously unrecorded sites to be unearthed due to erosion.			✓	✓	Liaise with central and regional government with regard to trends and any monitoring that is being undertaken. Monitor sites.
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. The Council also supports education initiatives and provides education material for its customers.
Environmental impacts caused by the discharge of contaminants to land and water from closed landfills		✓	✓		Compliance with Resource Consent conditions that stipulate the frequency and parameters to be monitored.

# Waste Management and Minimisation – Potential Negative Effects

Sometimes the activities we do can have some sort of a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that sometimes there is a trade-off.

The table below shows the possible negative effects of this activity, the aspects of wellbeing that are primarily impacted, and what we are going to do to try and minimise the impacts.

Possible negative effect	Aspects of wellbeing primarily impacted				How we will try to minimise this impact
	Social	Cultural	Environmental	Economic	
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 “close the loop”.
Health and safety risks associated with the operation, maintenance, or construction of solid waste infrastructure	✓		✓		Ensure compliance with legislation and Health & Safety Management Plans. Ensure robust health and safety compliance in contract management.
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.

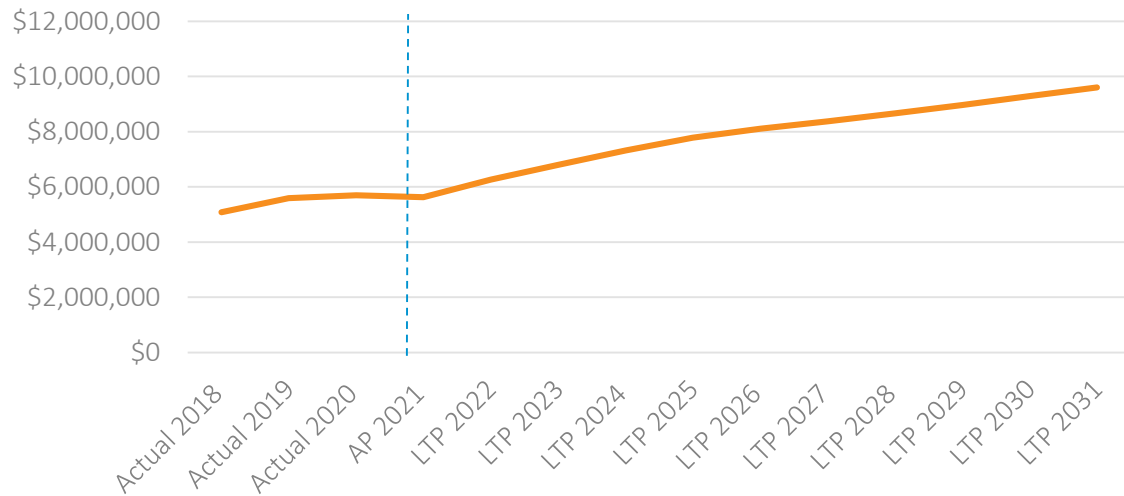
# Waste Management and Minimisation – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$82.2 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

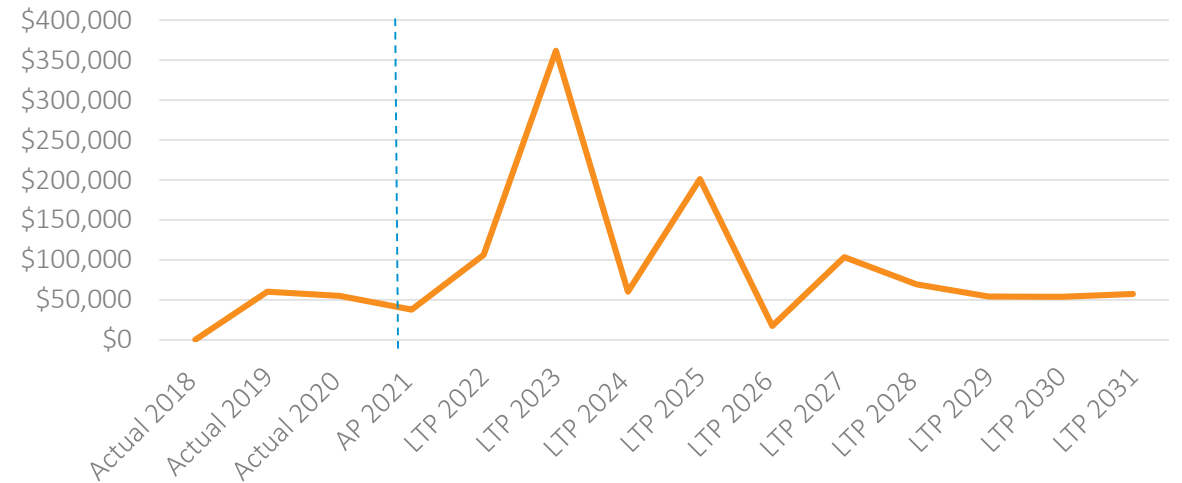
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed LTP budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$82.2 million**

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31





# Waste Management and Minimisation– Detailed Costs

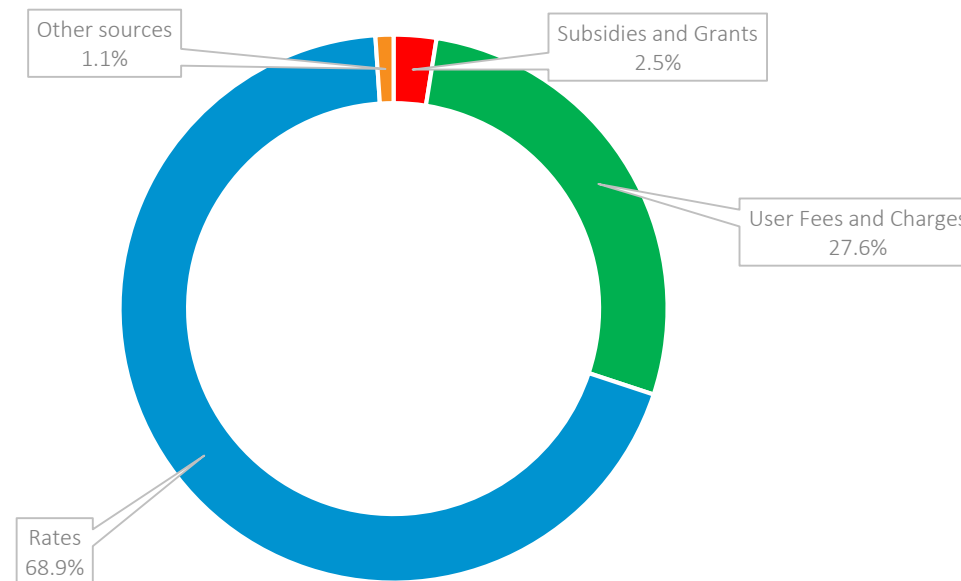
AP 2020/21 \$000		Working LTP 2021/22 \$000	Working LTP 2022/23 \$000	Working LTP 2023/24 \$000	Working LTP 2024/25 \$000	Working LTP 2025/26 \$000	Working LTP 2026/27 \$000	Working LTP 2027/28 \$000	Working LTP 2028/29 \$000	Working LTP 2029/30 \$000	Working LTP 2030/31 \$000
<b>OPERATIONAL</b>											
<b>Sources of operating funding</b>											
1,847	General rates, uniform annual general charges, rates penalties	1,627	1,675	1,702	1,746	1,764	1,775	1,814	1,843	1,873	1,923
2,599	Targeted Rates	3,288	3,485	3,758	3,963	4,101	4,172	4,306	4,450	4,604	4,747
130	Subsidies and grants for operating purposes	130	235	146	138	183	143	145	148	150	153
1,300	Fees and Charges	1,525	1,717	2,016	2,234	2,352	2,473	2,596	2,722	2,851	2,981
	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
	- Local authorities fuel tax, fines, infringement fees, and other	-	-	-	-	-	-	-	-	-	-
<b>5,875</b>	<b>Sources of operating funding (A)</b>	<b>6,570</b>	<b>7,112</b>	<b>7,622</b>	<b>8,082</b>	<b>8,401</b>	<b>8,563</b>	<b>8,861</b>	<b>9,163</b>	<b>9,478</b>	<b>9,804</b>
<b>Applications of operating funding</b>											
4,956	Payments to staff and suppliers	5,557	6,088	6,605	7,068	7,378	7,632	7,907	8,201	8,504	8,807
77	Finance costs	69	60	51	43	36	30	27	24	22	19
488	Internal charges & overheads applied	539	552	570	572	586	608	614	628	651	661
	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>5,521</b>	<b>Applications of operating funding (B)</b>	<b>6,166</b>	<b>6,700</b>	<b>7,225</b>	<b>7,683</b>	<b>8,001</b>	<b>8,269</b>	<b>8,548</b>	<b>8,854</b>	<b>9,176</b>	<b>9,486</b>
<b>354</b>	<b>Surplus (deficit) of operating funding (A-B)</b>	<b>404</b>	<b>411</b>	<b>397</b>	<b>398</b>	<b>400</b>	<b>293</b>	<b>312</b>	<b>309</b>	<b>302</b>	<b>318</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
	- Subsidies and grants for capital expenditure	80	321	-	170	-	-	-	-	-	-
	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(255)	Increase (decrease) in debt	(257)	(256)	(237)	(233)	(235)	(113)	(115)	(117)	(119)	(121)
	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
	- Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-
	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>(255)</b>	<b>Sources of capital funding (C)</b>	<b>(177)</b>	<b>65</b>	<b>(237)</b>	<b>(63)</b>	<b>(235)</b>	<b>(113)</b>	<b>(115)</b>	<b>(117)</b>	<b>(119)</b>	<b>(121)</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
5	- to meet additional demand	5	5	5	5	5	5	6	6	6	6
5	- to improve level of service	83	328	9	180	1	13	28	19	7	18
28	- to replace existing assets	19	29	46	16	11	85	36	29	41	33
61	Increase (decrease) in reserves	121	115	101	134	147	77	128	138	129	140
	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>99</b>	<b>Applications of capital funding (D)</b>	<b>228</b>	<b>476</b>	<b>161</b>	<b>335</b>	<b>165</b>	<b>180</b>	<b>197</b>	<b>192</b>	<b>183</b>	<b>197</b>
<b>(354)</b>	<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(404)</b>	<b>(411)</b>	<b>(397)</b>	<b>(398)</b>	<b>(400)</b>	<b>(293)</b>	<b>(312)</b>	<b>(309)</b>	<b>(302)</b>	<b>(318)</b>
	<b>Funding Balance ((A-B) + (C-D))</b>		<b>()</b>		<b>()</b>		<b>()</b>		<b>()</b>		<b>()</b>

# Waste Management and Minimisation – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted and general rates.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Waste Management and Minimisation– Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We support the active promotion of waste management and minimisation in the community	Measure to be confirmed*	TBC	TBC	TBC	TBC	TBC
We work with providers to supply kerbside collection, waste disposal, and recycling facilities which meet the needs of the community	User satisfaction with refuse disposal (transfer station facilities)	84% in 2020	80%	82%	82%	82%
	User satisfaction with the kerbside waste collection service	87% in 2020	83%	83%	83%?	83%?

\* This performance measure will be set through the Waste Minimisation and Management Plan and confirmed through the final LTP.

# Community Experience – Group Overview

## What we do and why we do it:

This Group of Activities provides a range of services, spaces and facilities for community use, recreation and amenity. We aim to provide activities and spaces that enhance the quality of life for our residents and visitors and that celebrate our beautiful District, arts and culture.

## Activities:

- Recreation
- Community Facilities
- Arts and Culture
- Ports and Harbour
- Whakatāne Holiday Park

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

Outcome: Constructively and collaboratively engaging with Iwi Māori

- By upholding our Treaty-based co-governance, co-management, and other agreements

Outcome: Strong, connected, interdependent, diverse communities

- By continuing our building seismic strengthening programme
- By supporting local communities through a Community Development Strategy and place-making projects
- By working with Community Boards to prioritise local projects and improvements
- By continuing to progress the Whakatāne riverfront and town centre revitalisation project
- By developing a 'recreational precinct' masterplan and redeveloping the Whakatāne War Memorial Hall
- By developing an arts and culture strategy for the District
- By continuing to support the development of the Whakatāne Boat Harbour

## Key challenges for this group:

- Ongoing increase in community expectation for recreational and community facilities
- Number/cost of community facilities we continue to maintain
- Commercial demand for harbour facilities including berthage

## Key opportunities for this group:

- Masterplan Recreational Precinct
- Needs assessment of community facilities
- External funding opportunities
- Boat Harbour at Keepa Road
- Enhancing opportunities to celebrate our local arts and culture throughout the District

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- War Memorial Hall Upgrade/ Recreational Precinct Development
- Purchase of additional cemetery land
- Increase in investment in District library collection
- Yearly investment to upgrade significant sites
- Joint venture development of new Boat Harbour at Keepa Road
- Whakatāne riverfront and town centre revitalization project
- Continued investment in upgrades to Whakatāne Holiday Park

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

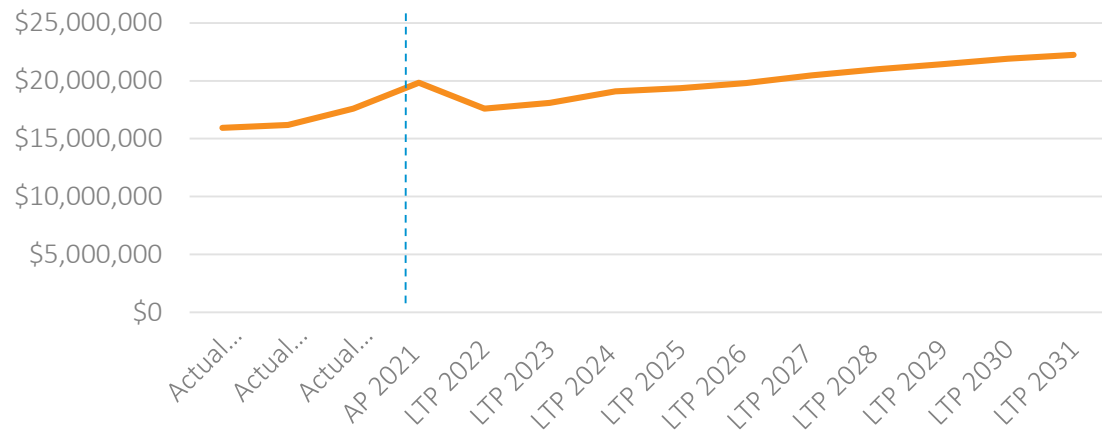
# Community Experience – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$260 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

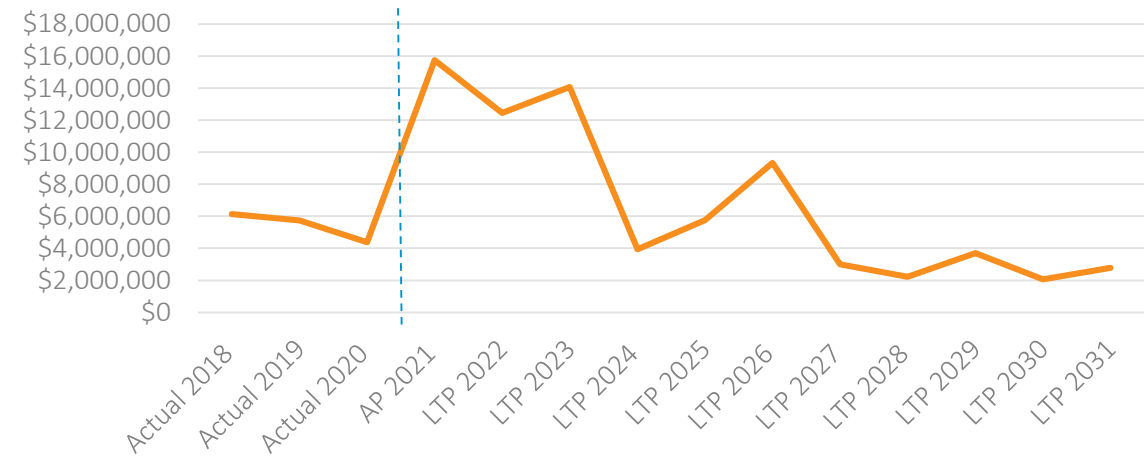
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed LTP budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$260 million**

Operational Expenditure 2018-31



Capital Expenditure 2018-31



# Community Experience – Detailed Costs

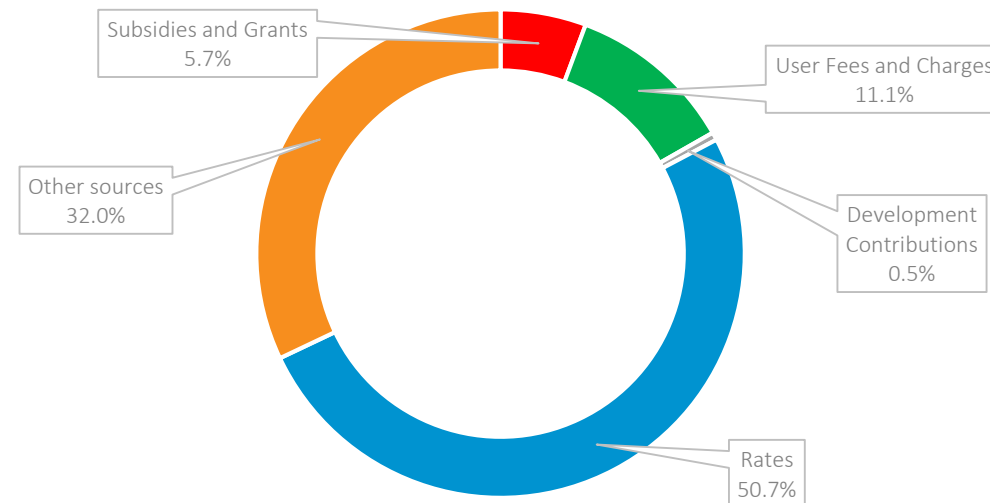
AP 2020/21 \$000		Working LTP 2021/22 \$000	Working LTP 2022/23 \$000	Working LTP 2023/24 \$000	Working LTP 2024/25 \$000	Working LTP 2025/26 \$000	Working LTP 2026/27 \$000	Working LTP 2027/28 \$000	Working LTP 2028/29 \$000	Working LTP 2029/30 \$000	Working LTP 2030/31 \$000
<b>OPERATIONAL</b>											
<b>Sources of operating funding</b>											
10,867	General rates, uniform annual general charges, rates penalties	11,606	11,840	12,017	12,155	12,480	12,761	13,186	13,185	13,429	13,667
-	- Targeted Rates	-	-	-	-	-	-	-	-	-	-
2,199	Subsidies and grants for operating purposes	1,471	9	9	9	10	10	10	10	10	10
2,411	Fees and Charges	2,588	2,641	2,692	2,650	2,703	2,748	2,801	2,859	2,916	2,965
1,422	Internal charges and overheads recovered	1,646	1,682	1,712	1,741	1,778	1,813	1,848	1,885	1,924	1,962
126	Local authorities fuel tax, fines, infringement fees, and other	101	103	105	107	111	112	114	116	118	120
<b>17,025</b>	<b>Sources of operating funding (A)</b>	<b>17,411</b>	<b>16,276</b>	<b>16,535</b>	<b>16,663</b>	<b>17,081</b>	<b>17,444</b>	<b>17,959</b>	<b>18,056</b>	<b>18,398</b>	<b>18,725</b>
		15,765	14,594	14,823	14,922	15,303	15,631	16,111	16,170	16,474	16,763
<b>Applications of operating funding</b>											
10,213	Payments to staff and suppliers	7,770	7,985	8,133	8,288	8,513	8,631	8,815	9,040	9,191	9,370
507	Finance costs	479	538	653	635	636	667	655	638	634	608
5,860	Internal charges & overheads applied	6,128	6,259	6,419	6,477	6,624	6,826	6,925	7,069	7,292	7,428
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>16,580</b>	<b>Applications of operating funding (B)</b>	<b>14,377</b>	<b>14,781</b>	<b>15,205</b>	<b>15,400</b>	<b>15,773</b>	<b>16,124</b>	<b>16,395</b>	<b>16,747</b>	<b>17,117</b>	<b>17,406</b>
<b>445</b>	<b>Surplus (deficit) of operating funding (A-B)</b>	<b>3,035</b>	<b>1,494</b>	<b>1,331</b>	<b>1,263</b>	<b>1,307</b>	<b>1,320</b>	<b>1,564</b>	<b>1,308</b>	<b>1,281</b>	<b>1,319</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
1,581	Subsidies and grants for capital expenditure	5,200	1,197	52	2,566	3,129	81	83	84	85	87
-	- Development and financial contributions	119	121	123	125	127	129	131	133	135	137
7,967	Increase (decrease) in debt	(2,012)	8,482	998	(922)	2,032	(185)	(1,006)	(563)	(1,093)	(1,124)
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>9,549</b>	<b>Sources of capital funding (C)</b>	<b>3,306</b>	<b>9,801</b>	<b>1,173</b>	<b>1,769</b>	<b>5,288</b>	<b>25</b>	<b>(792)</b>	<b>(346)</b>	<b>(872)</b>	<b>(901)</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
5,010	- to meet additional demand	10,470	2,416	106	506	685	75	68	143	134	148
2,029	- to improve level of service	351	845	763	1,983	3,762	1,038	233	736	251	260
3,706	- to replace existing assets	1,626	2,339	1,780	3,260	4,880	1,883	1,920	2,829	1,681	2,372
(5,751)	Increase (decrease) in reserves	(6,106)	(2,765)	(1,441)	(2,717)	(2,731)	(1,650)	(1,448)	(2,745)	(1,657)	(2,362)
5,000	Increase (decrease) of investments	-	8,460	1,295	-	-	-	-	-	-	-
<b>9,993</b>	<b>Applications of capital funding (D)</b>	<b>6,341</b>	<b>11,295</b>	<b>2,504</b>	<b>3,032</b>	<b>6,595</b>	<b>1,345</b>	<b>772</b>	<b>963</b>	<b>408</b>	<b>418</b>
<b>(445)</b>	<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(3,035)</b>	<b>(1,494)</b>	<b>(1,331)</b>	<b>(1,263)</b>	<b>(1,307)</b>	<b>(1,320)</b>	<b>(1,564)</b>	<b>(1,308)</b>	<b>(1,281)</b>	<b>(1,319)</b>
	<b>Funding Balance ((A-B) + (C-D))</b>	<b>(0)</b>				<b>(0)</b>	<b>(0)</b>			<b>(0)</b>	

# Community Experience – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category is made up of general rates only. Targeted rates are not a source of funding for this group of activities.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Community Experience – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we are performing against the levels of service we have said you can expect from us.

Note that for satisfaction-related performance measures we have set our proposed targets at two percentage points below the most recent result for that measure. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide a variety of quality recreational and community facilities that meet community needs	User satisfaction with recreation facilities in the Whakatāne District (sports fields, parks and reserves, playgrounds, boat ramps and wharf facilities )	New method of measurement*	79%	79%	79%	79%
	User satisfaction with public swimming pools in the Whakatāne District	74% in 2020	71%	71%	71%	71%
	User satisfaction with community facilities in the Whakatāne District (public toilets, public halls, cemeteries, crematorium facilities)	New method of measurement*	74%	74%	74%	74%
We promote and celebrate Arts and Culture in the district	User satisfaction with Art and Culture services in the Whakatāne District (Te Whare Taonga o Taketake - Whakatāne Museum and Research Centre, District Libraries, Te Kōputu a te Whanaga a Toi - Whakatāne Library and Exhibition Centre)	New method of measurement*	78%	78%	78%	78%
We promote tourism within the District through the operation of a quality accommodation option	Total guest-nights in the Whakatāne Holiday Park	29,796 in 2020	above 28,000	above 29,000	above 29,000	above 29,000

\* In the past we have reported on each of these facilities or services individually. For this reason, we do not have results from previous years for this combined measure. Results for individual facilities in previous years can be found on our website: <https://www.whakatane.govt.nz/documents/council-reports/annual-residents-survey>.

\*\*We changed survey providers in 2020. The new survey provider uses a different methodology to the previous provider, so for some of our performance measures we cannot make a direct comparison to results before 2020.



# Community Safety – Group Overview

## What we do and why we do it:

This Group of Activities delivers a range of functions that contribute towards the Whakatāne District being a place where people feel safe and are protected from a range of risks to their health and wellbeing. We aim to make sure that buildings and public places are safe for the people that use them and that legal standards are met. We also have a crucial role to play in civil defence emergencies with our District having faced a number of natural hazard events in recent history.

## Activities:

- Health and Safety
- Resource Management - Consents
- Building Control
- Road Safety
- Emergency Management

## Key challenges and opportunities for this group:

- Demand for land and building in the District
- Regulatory change and requirements for reporting and auditing
- Building community resilience to climate change and natural hazards (preparation, response, and recovery)

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- District Plan Review (2025+)
- Audits of Council as a Building Consent Authority and in regards to ensuring Food Safety
- Adapting to Resource Management Act reform in coming years
- Enforcing the Council's bylaws enforcement

## Many activities planning to deliver business as usual:

- Health and Safety functions (liquor licensing, environmental health, regulation monitoring, animal control)
- Road Safety
- Emergency Management

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

## Contribution to the Council's Community Outcomes (and selected relevant projects/priorities):

### Outcome: Strong, connected, interdependent, diverse communities

- By ensuring we have capacity for growth in our infrastructure and services
- By enhancing the safety of our transport networks
- By continuing to be well prepared for when climate change and natural hazard events do happen

### Outcome: Integrating nature into our decision-making

- By developing planning frameworks for how and where we grow

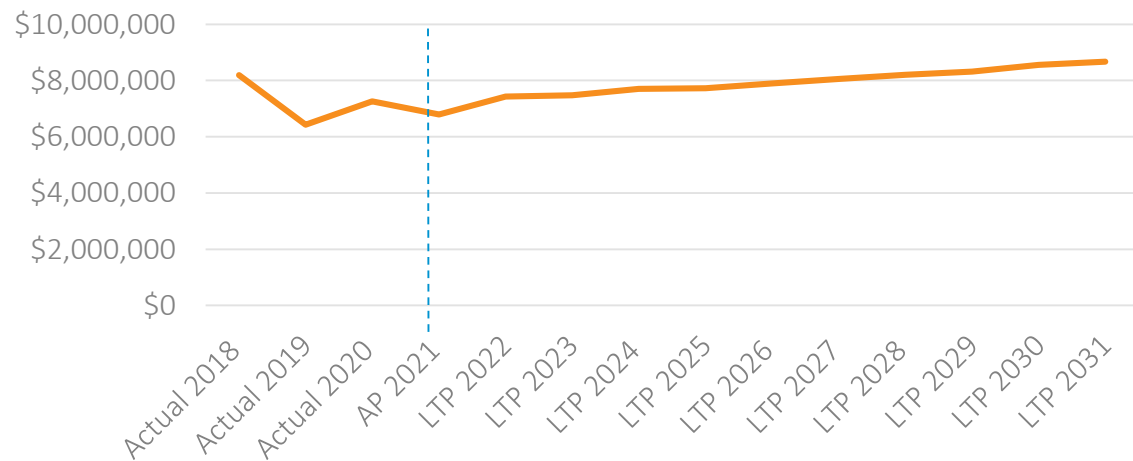
# Community Safety – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$80 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

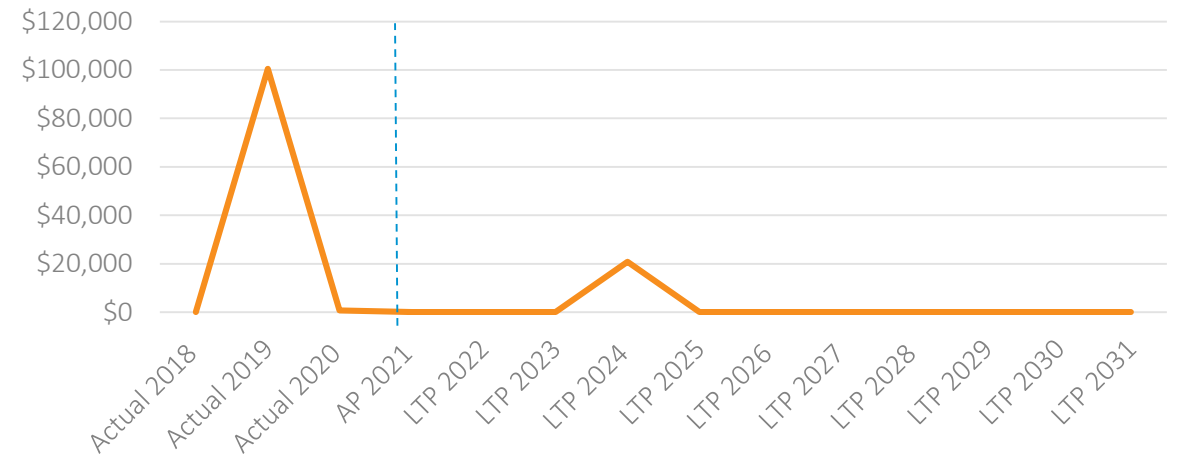
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed LTP budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$80 million**

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31

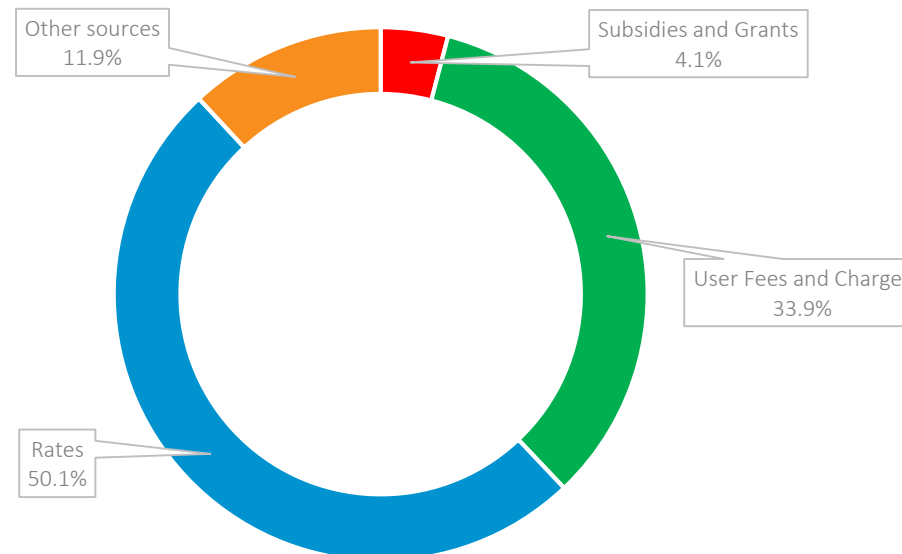




## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category is made up of general rates only. Targeted rates are not a source of funding for this group of activities.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Community Safety – Performance

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We ensure environmental and public health standards are maintained	Percentage of licensed premises inspected at least once per year, excluding special licenses	100%	100%	100%	100%	100%
We respond to community safety complaints in a timely manner	Percentage of complaints relating to abandoned cars, litter, and general bylaw offences responded to within two working days	98%	Above 90%	Above 90%	Above 90%	Above 90%
	Percentage of after-hours excessive noise complaints responded to promptly*	96%	Above 90%	Above 90%	Above 90%	Above 90%
	Percentage of Environmental health complaints (excluding noise) responded to within two working days	87%	Above 90%	Above 90%	Above 90%	Above 90%
	Percentage of aggressive/threatening dogs and roaming stock complaints responded to within one hour.	95.2%	Above 90%	Above 90%	Above 90%	Above 90%
	Percentage of all other animal control complaints responded to within two working days	99.5%	Above 90%	Above 90%	Above 90%	Above 90%

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

Area 1 (Ōhope, Whakatāne, Tāneatua, Coastlands, Awakeri, Thornton Road to Golf Links Road): less than 60 minutes

Area 2 (Edgecumbe, Matatā, Otamarakau, Otakiri, Onepū, Te Teko, Te Mahoe and Wainui to the Ōpōtiki intersection): less than 100 minutes

Area 3: (Murupara, Galatea, and environs): less than 120 minutes

# Community Safety – Performance (continued)

For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Level of Service (What you can expect from us)	Performance Measures (How we will measure our service delivery)	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
We provide building and resource consenting services which meet the needs of the community	User satisfaction with Council's resource consent process	New method of measurement*	TBC	TBC	TBC	TBC
	User satisfaction with Council's Building Consent process	New method of measurement*	TBC	TBC	TBC	TBC
We undertake road safety education and promotion, with a focus on reducing fatality and serious injury crashes in the Eastern Bay of Plenty	The change from the previous year in the number of fatalities and serious injury crashes on the local road network, expressed as a number <sup>(M)</sup>	14 crashes in 2020 (6 less than 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
We will maintain capacity to effectively respond to an emergency	The district is prepared for and can effectively respond to an emergency	New measure**	Advancing	Advancing	Advancing	Maturing
We will provide community education initiatives to increase public awareness and readiness for local and regional hazards	Percentage of residents that have an understanding of what consequences would be if a disaster struck their area	New measure**	Results available every second year only, no target year 1	80%	Results available every second year only, no target year 3	85%
	Percentage of residents that have taken any action to prepare for an emergency	New measure**	Results available every second year only, no target year 1	80%	Results available every second year only, no target year 1	85%

(M) – This performance measure is mandatory for all councils to report on, having been set under the 'Non-Financial Performance Measures Rules 2013' in accordance with section 261B of the Local Government Act 2002.

\*We have changed the way we measure user satisfaction for this area. This means we cannot make a direct comparison to results before 2021.

\*\* This is a new measure proposed for the Long Term Plan 2021-31, so we do not have results from previous years to compare our targets to.

# Corporate Services – Group overview

## What we do and why we do it:

This Group of Activities delivers a range of functions and services that support all activities of Council. These are often referred to as our 'internal activities' and includes functions such as financial services, information management, human resources and technology and systems.

## Activities

- Corporate and District Activities

## Key challenges and opportunities:

- General increase in expectations for corporate support as organization and output grows
- Systems and technology moving to next generation
- Different ways of working - distributed services and remote working
- Climate change mitigation and adaptation (e.g. diesel reliance)

## Sources of funding:

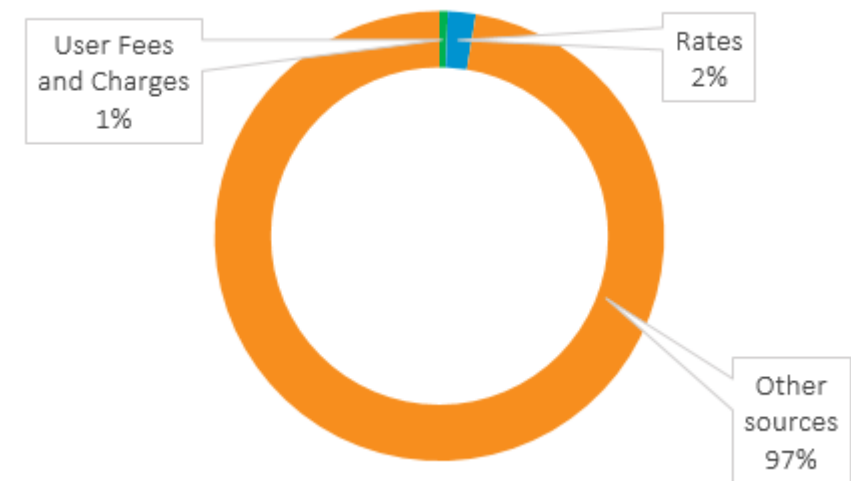
The chart below shows how we are proposing to fund this group of activities.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category is made up of general rates only. Targeted rates are not a source of funding for this group of activities.

This group contributes to the Council's aspiration to be a 'strong, resilient Council organisation focused on continuous improvement.'

## Key priorities and projects included in draft LTP 2021-31 budget:

- Finding a replacement Enterprise Resource Planning tool (to manage processes such as finance and rates, consents, regulations and customer requests)
- Civic Centre strengthening and upgrade (subject to options)
- Investigating opportunity to gain a credit rating to reduce costs of borrowing



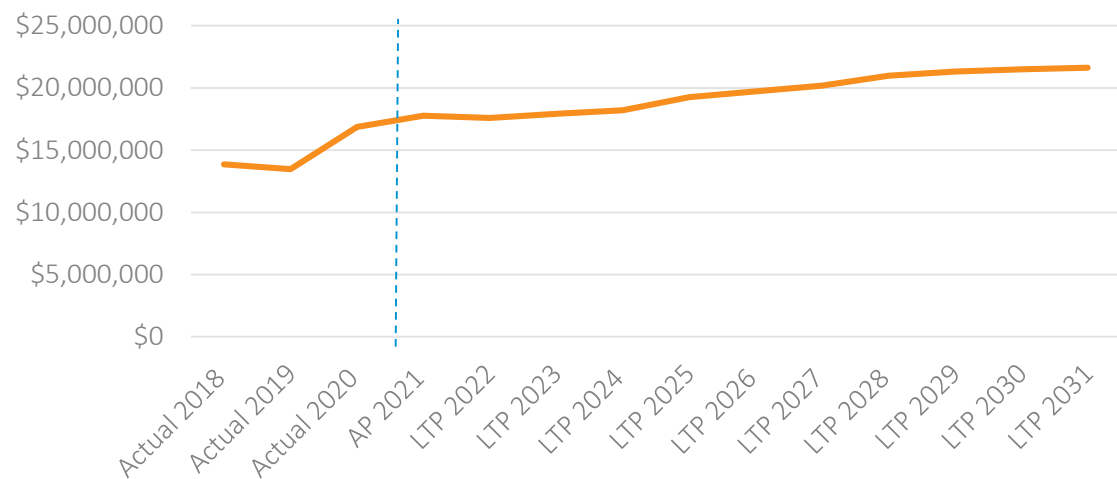
# Corporate Services – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$35.4 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

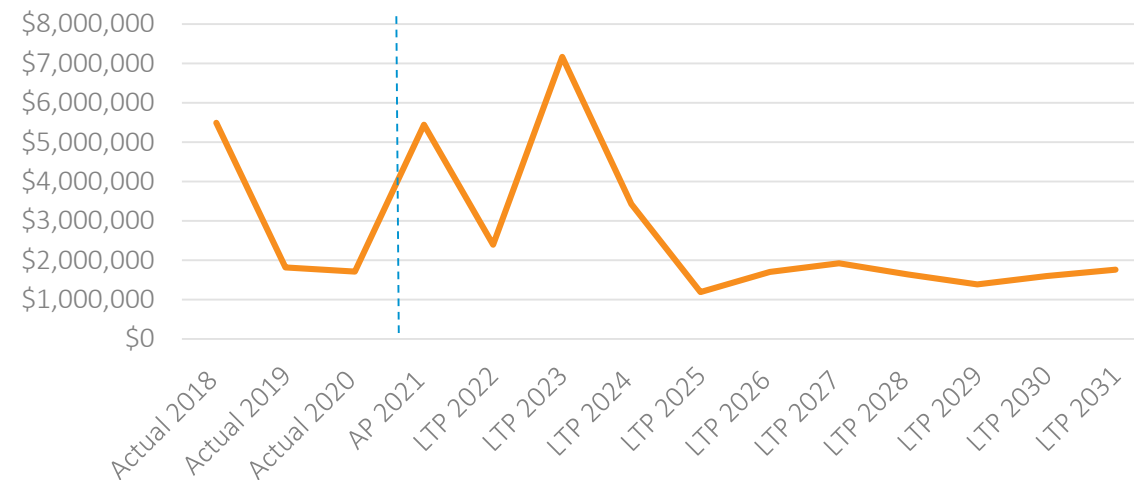
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed LTP budget for each of the ten years of the LTP.

Total cost 2021-31:  
**\$35.4 million**

### Operational Expenditure 2018-31



### Capital Expenditure 2018-31





# Corporate Services – Detailed Costs

AP 2020/21 \$000		Working LTP 2021/22 \$000	Working LTP 2022/23 \$000	Working LTP 2023/24 \$000	Working LTP 2024/25 \$000	Working LTP 2025/26 \$000	Working LTP 2026/27 \$000	Working LTP 2027/28 \$000	Working LTP 2028/29 \$000	Working LTP 2029/30 \$000	Working LTP 2030/31 \$000
<b>OPERATIONAL</b>											
<b>Sources of operating funding</b>											
1,001	General rates, uniform annual general charges, rates penalties	(583)	897	2,548	1,493	1,581	1,577	1,537	1,519	1,361	1,370
-	- Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	- Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
548	Fees and Charges	548	559	29	30	30	31	32	32	33	34
14,130	Internal charges and overheads recovered	15,521	15,627	15,956	16,075	16,413	16,921	17,170	17,557	18,148	18,468
383	Local authorities fuel tax, fines, infringement fees, and other	344	354	361	368	375	382	388	395	402	408
<b>16,062</b>	<b>Sources of operating funding (A)</b>	<b>15,830</b>	<b>17,437</b>	<b>18,895</b>	<b>17,965</b>	<b>18,400</b>	<b>18,910</b>	<b>19,127</b>	<b>19,503</b>	<b>19,943</b>	<b>20,280</b>
<b>Applications of operating funding</b>											
12,081	Payments to staff and suppliers	13,117	13,228	13,291	13,387	13,777	14,169	14,383	14,837	15,299	15,569
1,001	Finance costs	(678)	(237)	(166)	(183)	(74)	(89)	98	411	735	1,343
865	Internal charges & overheads applied	2,325	2,021	2,018	2,031	1,918	1,939	1,751	1,415	1,100	499
1,160	Other operating funding applications	1,550	1,584	1,609	1,637	1,669	1,704	1,741	1,780	1,822	1,866
<b>15,108</b>	<b>Applications of operating funding (B)</b>	<b>16,313</b>	<b>16,596</b>	<b>16,753</b>	<b>16,873</b>	<b>17,290</b>	<b>17,723</b>	<b>17,974</b>	<b>18,443</b>	<b>18,956</b>	<b>19,278</b>
<b>955</b>	<b>Surplus (deficit) of operating funding (A-B)</b>	<b>(483)</b>	<b>842</b>	<b>2,142</b>	<b>1,092</b>	<b>1,110</b>	<b>1,187</b>	<b>1,153</b>	<b>1,061</b>	<b>987</b>	<b>1,002</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
2,949	Increase (decrease) in debt	172	4,205	(12)	(643)	(436)	(594)	(662)	(559)	(462)	(474)
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>2,949</b>	<b>Sources of capital funding (C)</b>	<b>172</b>	<b>4,205</b>	<b>(12)</b>	<b>(643)</b>	<b>(436)</b>	<b>(594)</b>	<b>(662)</b>	<b>(559)</b>	<b>(462)</b>	<b>(474)</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
-	- to meet additional demand	464	3,993	2,079	-	216	110	-	-	-	-
2,065	- to improve level of service	104	2,022	91	92	94	96	99	101	104	106
3,378	- to replace existing assets	1,823	1,144	1,257	1,098	1,386	1,717	1,537	1,280	1,494	1,647
(1,539)	Increase (decrease) in reserves	(2,702)	(2,113)	(1,297)	(742)	(1,022)	(1,331)	(1,145)	(880)	(1,073)	(1,225)
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>3,904</b>	<b>Applications of capital funding (D)</b>	<b>(311)</b>	<b>5,046</b>	<b>2,130</b>	<b>449</b>	<b>674</b>	<b>593</b>	<b>490</b>	<b>502</b>	<b>525</b>	<b>529</b>
<b>(955)</b>	<b>Surplus (deficit) of capital funding (C-D)</b>	<b>483</b>	<b>(841)</b>	<b>(2,141)</b>	<b>(1,092)</b>	<b>(1,110)</b>	<b>(1,187)</b>	<b>(1,153)</b>	<b>(1,061)</b>	<b>(987)</b>	<b>(1,002)</b>
<b>Funding Balance ((A-B) + (C-D))</b>		<b>(0)</b>			<b>(0)</b>					<b>(0)</b>	<b>(0)</b>

# Council Controlled Organisation – LGFA

## **About this CCO:**

The New Zealand Local Government Funding Agency (LGFA) is a Council-Controlled Organisation (CCO) operating under the Local Government Act 2002. LGFA specialises in financing the New Zealand local government sector, the primary purpose being to provide more efficient funding costs and diversified funding sources for New Zealand local authorities.

LGFA was established to raise debt on behalf of local authorities on terms that are more favourable to them than if they raised the debt directly. LGFA governance structure comprises the New Zealand Government (20%) and thirty councils (80%), the LGFA Shareholders Council and the LGFA Board of Directors.

The Council joined 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).

## **The Council's objective for being involved in this CCO is:**

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

## **How we will report on the benefit of being involved in this CCO:**

In our Annual Report each year, we will report against the following target:

*Estimated annual savings for the Council is between 5 bps and 10 bps (weighted average) below trading bank margins for term loans.*

## **More information:**

More information about the LGFA is available on its website:  
<https://www.lgfa.co.nz/>

# Council Controlled Organisation – BOPLASS

## About this CCO:

Bay of Plenty Local Authority Shared Services Limited (BOPLASS) is a company owned by nine councils - Bay of Plenty Regional Council, Rotorua Lakes Council, Western Bay of Plenty District Council, Kawerau District Council, Tauranga City Council, Ōpōtiki District Council, Whakatāne District Council, Taupō District Council and Gisborne District Council.

The company has been established to promote shared services between local authorities in the Bay of Plenty/Gisborne Regions and elsewhere. Working together with the full support and involvement of council staff, BOPLASS provides benefit to councils and their stakeholders through improved levels of service, reduced costs, improved efficiencies and/or increased value through innovation. This is achieved primarily through:

**Joint Procurement:** Being the collective 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.

**Shared Services:** Being the participation of two or more councils in the provision of a common service which may be jointly or severally hosted.

## The Council's objective for being involved in this CCO is:

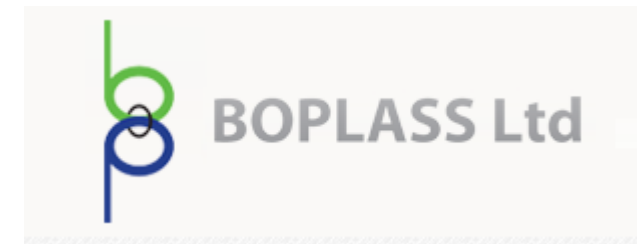
To reduce costs to ratepayers by accessing cost savings and service improvements offered through shared service agreements

## How we will report on the benefit of being involved in this CCO:

In our Annual Report, we will report *the total estimated savings to the Council for that financial year.*

## More information:

More information about BOPLASS is available on its website: <https://www.boplass.govt.nz/>



# Whakatāne Airport CCO – Group Overview

## About this group:

The Whakatāne Airport is a Council-Controlled Organisation (CCO) under the Local Government Act 2002. It was formed as a CCO in 2006 and is a joint venture partnership between the Whakatāne District Council the New Zealand Government (Ministry of Transport) with each party owning a 50% share.

We also treat the Airport as a 'group of activities' in our group of activities structure.

## Objectives of this group, and 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 the facility is maintained at its present level and increased wherever practicable and economic.
- To ensure that the airport is administered efficiently and effectively to the benefit of scheduled flight operations.
- To operate the airport facility in a sound, environmentally sustainable, and business-like manner.

## This Group of Activities contributes to the following Community Outcome:

- Strong, connected, interdependent, diverse communities

## Key challenges and opportunities:

- Recovery of airport, working with Air Chathams in light of COVID-19
- Continuous safety improvement requirements
- Working with Ministry of Transport

## Key priorities and projects included in draft LTP 2021-31 budget:\*

- Replacement of windsock structures
- Runway lighting navigation upgrades

\*a full list of capital projects is available in the 'draft LTP Financial Information' document

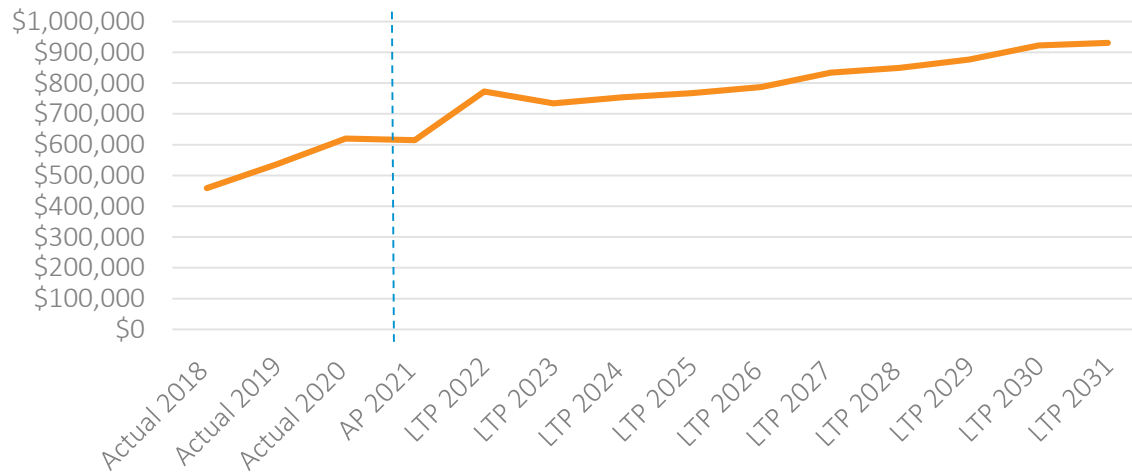
# Whakatāne Airport CCO – Summary Costs

Over the ten years 2021-31, this group of activities will cost \$9.3 million to deliver. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

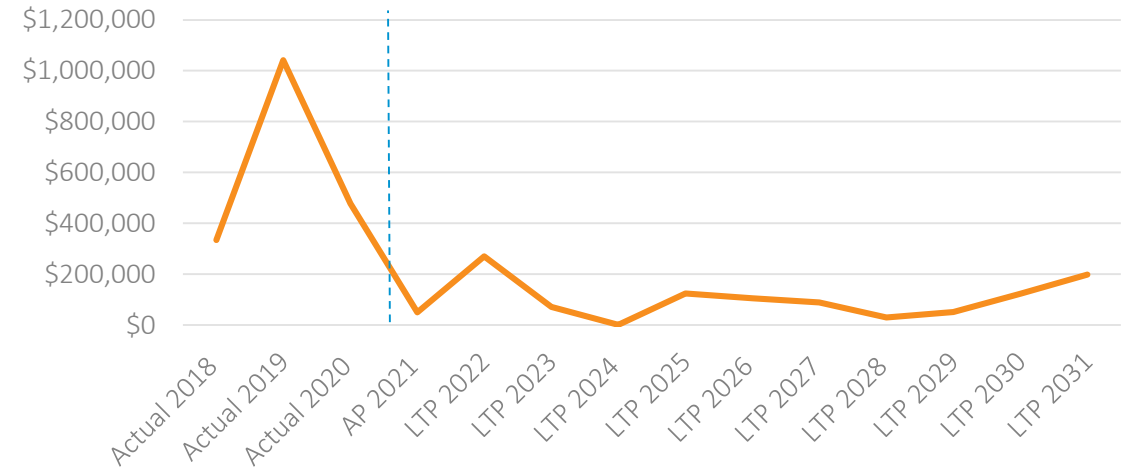
The charts below show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the budget for the current 2021 year (indicated by the blue line). The graphs then show the proposed LTP budget for each of the ten years of the LTP.

**Total cost 2021-31:  
\$9.3 million**

Operational Expenditure 2018-31



Capital Expenditure 2018-31



# Whakatāne Airport CCO – Detailed Costs

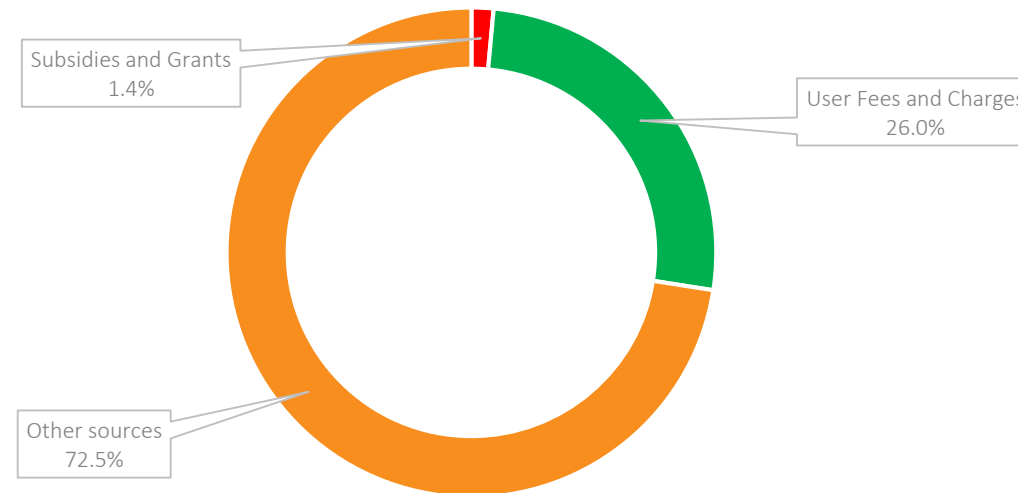
AP 2020/21 \$000	Working LTP 2021/22 \$000	Working LTP 2022/23 \$000	Working LTP 2023/24 \$000	Working LTP 2024/25 \$000	Working LTP 2025/26 \$000	Working LTP 2026/27 \$000	Working LTP 2027/28 \$000	Working LTP 2028/29 \$000	Working LTP 2029/30 \$000	Working LTP 2030/31 \$000
<b>OPERATIONAL</b>										
Sources of operating funding										
- General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
- Targeted Rates	-	-	-	-	-	-	-	-	-	-
- Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
137 Fees and Charges	212	218	225	232	238	245	252	260	267	275
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
5 Local authorities fuel tax, fines, infringement fees, and other	2	2	2	2	2	2	2	2	3	3
<b>142 Sources of operating funding (A)</b>	<b>214</b>	<b>221</b>	<b>227</b>	<b>234</b>	<b>241</b>	<b>248</b>	<b>255</b>	<b>262</b>	<b>270</b>	<b>278</b>
Applications of operating funding										
401 Payments to staff and suppliers	480	410	420	430	442	475	488	502	534	536
13 Finance costs	14	14	13	12	11	10	10	9	9	8
176 Internal charges & overheads applied	170	174	182	182	187	196	196	201	211	212
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>590 Applications of operating funding (B)</b>	<b>663</b>	<b>599</b>	<b>615</b>	<b>624</b>	<b>639</b>	<b>682</b>	<b>693</b>	<b>712</b>	<b>753</b>	<b>756</b>
<b>Net Interest</b>										
<b>(448) Surplus (deficit) of operating funding (A-B)</b>	<b>(449)</b>	<b>(378)</b>	<b>(387)</b>	<b>(390)</b>	<b>(399)</b>	<b>(434)</b>	<b>(439)</b>	<b>(450)</b>	<b>(484)</b>	<b>(479)</b>
<b>CAPITAL</b>										
Sources of capital funding										
38 Subsidies and grants for capital expenditure	135	-	-	-	-	-	-	-	-	-
- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(15) Increase (decrease) in debt	49	(21)	(22)	(23)	(24)	(24)	(25)	(25)	(26)	(27)
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
- Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>22 Sources of capital funding (C)</b>	<b>184</b>	<b>(21)</b>	<b>(22)</b>	<b>(23)</b>	<b>(24)</b>	<b>(24)</b>	<b>(25)</b>	<b>(25)</b>	<b>(26)</b>	<b>(27)</b>
Applications of capital funding										
Capital expenditure										
3 - to meet additional demand	-	-	-	-	-	-	-	-	-	-
33 - to improve level of service	210	35	-	62	53	44	15	25	61	99
15 - to replace existing assets	60	35	-	62	53	44	15	25	61	99
(475) Increase (decrease) in reserves	(536)	(470)	(410)	(537)	(528)	(547)	(493)	(525)	(632)	(704)
- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>(425) Applications of capital funding (D)</b>	<b>(266)</b>	<b>(400)</b>	<b>(410)</b>	<b>(413)</b>	<b>(422)</b>	<b>(459)</b>	<b>(463)</b>	<b>(475)</b>	<b>(510)</b>	<b>(505)</b>
<b>448 Surplus (deficit) of capital funding (C-D)</b>	<b>449</b>	<b>378</b>	<b>387</b>	<b>390</b>	<b>399</b>	<b>434</b>	<b>439</b>	<b>450</b>	<b>484</b>	<b>479</b>
<b>Funding Balance ((A-B) + (C-D))</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>		<b>(0)</b>				

# Whakatāne Airport CCO – Funding

## Sources of funding:

The chart below shows how we are proposing to fund this group of activities in 2021-31.

The 'other sources' category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves.



For further information about the proposed costs for this group of activities, and other information about the LTP 2021-31 budget, refer to the 'draft LTP 2021-31 Financial Information' document.

# Whakatāne Airport CCO – Performance



For this Group, we are proposing the following performance measures and targets. We will report on these measures in our Annual Reports each year to show you how we performing against the levels of service we have said you can expect from us.

Draft LOS	Current Performance Measure	Results for 2019/20	Target - year 1 (2021/22)	Target - year 2 (2022/23)	Target - year 3 (2023/24)	Target - year 4 + (2024-31)
<p>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</p> <p>To ensure that the airport facility is maintained appropriately, and enhanced where practicable and economical</p> <p>To ensure that the airport is administered efficiently and effectively to the benefit of scheduled flight operations</p>	The Airport is maintained to Civil Aviation Authority (CAA) requirements	Achieved in 2020	Achieved	Achieved	Achieved	Achieved





# Kōrero mai Let's talk

Tell us what you think by  
5pm Sunday, 23 May 2021

[whakatane.govt.nz/ltp](https://whakatane.govt.nz/ltp)



WHAKATĀNE  
District Council  
*Kia Whakatāne au i ahau*

## WHAKATĀNE DISTRICT COUNCIL

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