



# Draft activity summaries

Ngā whakarāpopotonga  
hukihuki o ngā mahi

SUPPORTING THE LONG TERM PLAN 2018-28  
CONSULTATION DOCUMENT

# Draft Activity Summaries

For the Whakatāne District Council Long Term Plan 2018-28

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Note: The information in this section has been drafted to support the proposed content of the Long Term Plan 2018-28. It will continue to be refined to reflect feedback into - and decisions resulting from - the formal consultation process.

# Leadership - Te Poumanukura

## GOVERNANCE

Community Outcomes

Effective Leadership

### What this activity delivers

Governance is at the forefront of everything we do. While the Council provides 37 activities, it is the Governance activity that supports elected members to be effective, responsible and accountable decision makers. This activity facilitates Council, Committees and Community Board meetings, ensures agendas are published and available to the public and runs local body elections every three years. This activity also funds specific schemes such as providing support and guidance to young Māori leaders through the Mayoral Rangatahi Mentoring Programme.

### Why we do it

The elected members are chosen by you every three years. They must represent their communities and make decisions in an open, transparent and accountable manner. This activity supports that decision making process and makes sure decisions are made in accordance with the Local Government Act 2002 (LGA), the Local Government Official Information and Meetings Act 2002, the Resource Management Act 1991 and Standing Orders.

### Measuring our progress

Results for the performance measure below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The Mayor and Councillors support the needs of the community	Satisfaction with the performance of the Mayor and Councillors	79%	75-79%	75-79%	75-79%	75-79%

## COMMUNITY SUPPORT

### Community Outcomes

### Community Needs

#### What this activity delivers

Through this activity, we provide civic ceremonies such as Anzac Day commemorations and citizenship ceremonies. We also hold the annual over 80s morning tea with the Mayor, Councillors and Board Members; recognise young achievers at the Young Achievers Awards, and support community organisations with grants or subsidised rentals. An annual volunteer function is held to recognise the many volunteers that assist the Council in a variety of ways throughout the year.

The Council works in partnership with a number of organisations, such as TrustPower to recognise voluntary groups in the community, and with Creative New Zealand and Sport NZ to provide funding to local groups under specific criteria. The four community boards also have discretionary funds which they primarily use to assist organisations and support events within their ward boundaries.

The Council has included budget in the LTP to provide an Environment and Heritage Fund, as recommended by the District Plan Hearings Committee. This fund recognises that non-regulatory support via financial assistance and advice is required to encourage and support the protection of privately owned heritage features such as the additional costs (including resource consent fees) incurred by owners of scheduled buildings and features, and significant trees, which provide a public value. The Council would also provide funding, in partnership with the BOPRC, for the maintenance of indigenous biodiversity, including for fencing and for animal and plant pest control.

This activity also extends the hand of friendship to a number of other cultures. We have an active relationship with the Japanese cities of Kamagaya and Shibukawa and an inactive relationship with the Southern Downs Region, in Queensland, Australia. Advances have been made by several Chinese cities to form a sister city agreement and the EBOP Joint Committee are currently in the process of developing a relationship with cities within the Jiangxi province. Whakatāne is expected to be partnered with Fujiang city. The decision to progress an agreement with a Chinese city will primarily be for economic reasons.

#### Why we do it

The local community, through its diverse range of activities, make a major contribution to the well-being of the District. We recognise this and offer support to promote, enable and offer a helping hand in appreciation of the voluntary contribution made by organisations and groups within the community, where this supports the Council's purpose.

## STRATEGY AND POLICY

Community Outcomes

Effective Leadership

### What this activity delivers

We support the elected members and managers by delivering high quality strategy and policy advice to enable them to make effective policy decisions and plans to improve community well-being. Making good decisions and effectively setting direction requires a framework so that we can ensure long-term stability and consistency. This activity develops Long Term Plans, Annual Plans, Annual Reports and Pre-Election Reports, which provide an opportunity for the community to understand and get involved in the Council's decision-making processes. This activity also includes the provision of policy advice with a Māori focus, helping to facilitate participation of Māori in Council decision-making processes.

### Why we do it

Providing strategic advice to the elected members supports their policy and direction decisions for the benefit of the community. The majority of the plans and policies developed in this activity are requirements of legislation such as the (Local Government Act 2002) LGA. The Council is required by the LGA to improve opportunities for Māori to contribute to local government decision-making processes. A full list of our policies are available on the website at [www.whakatane.govt.nz](http://www.whakatane.govt.nz).

# Roads and Footpaths - Ngā huarahi me ngā ara

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## TRANSPORT NETWORKS

### Community Outcomes

Community Needs, Reliable & Affordable Infrastructure, Sustainable Economic Development

### What this activity delivers

Through this activity we provide transport networks (such as roads, footpaths, cycle ways, parking facilities and bridges), public transport infrastructure (such as bus shelters) and traffic control mechanisms (such as signage, lighting and road markings) and work to implement our Walking and Cycling Strategy.

The Council's road network is approximately 903km in length, with around 78% of the network being sealed.

For more information about the issues and options facing our Transport Networks activity, see the Council's Infrastructure Strategy 2018-48 in the Strategic Direction chapter of this LTP.

### Why we do it

We do this activity to ensure a safe, efficient and affordable roading network. The District's road network helps with the movement of people, goods and services. This gives us access to facilities, services and recreational activities. We work with other regions to ensure we are efficiently connected both socially and economically. We are also working with key stakeholders, the Regional Council and the New Zealand Transport Agency (NZTA) to discuss and implement our Walking and Cycling Strategy. This will be carried out within existing budgets and in partnership with other groups, organisations and bodies. This activity is legislatively required of Council through the Local Government Act 1974 and the Land Transport Management Act 2003.

### What negative impact this activity might have

Sometimes the activities we do can have some sort of a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we must acknowledge that sometimes there is a trade-off. The table below shows the possible negative effects of this activity and what we are going to do to try and minimise this effect.

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

### What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
<ul style="list-style-type: none"> <li>Maintaining rail crossings, roads, bus shelters and traffic services</li> <li>Street cleaning</li> </ul>	Road Improvements – Bunyan Road East	2019/20	1,000,000	Loan 42% Subsidy 58%
	Road Alignment and Intersection Improvements - Thornton Road, Gorge/Ōhope Road and Wainui Road	2021-28	7,350,000	Loan 42% Subsidy 58%
	Keepa Road and School Links Cyclepath	2018-21	1,900,000	Loan 42% Subsidy 58%
	Te Urewera Route Resilience and safety improvements	2018-2021	4,500,000	Loan 25% Subsidy 75%
	Special Purpose Roads Bridge Renewals Mimiha Stream and Ruatāhuna Road	2020/21	990,000	Subsidy 100%
	Walkway lights – Visitor Info Centre to Boat Ramp	2018/19	150,000	Restricted Reserve 50% Subsidy 50%
	Sealed Road Resurfacing	2018-28	22,000,000	Renewal 42% Subsidy 58%
	Unsealed Road Metalling	2018-28	5,000,000	Renewal 42% Subsidy 58%

## Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. The measures in italics are mandatory, and are set by the Department of Internal Affairs. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Provide and maintain safe and reliable local transport networks to enable the efficient transportation of people and goods.	<i>Satisfaction with roads in the District, excluding state highways</i>	85%	89-93%	89-93%	89-93%	89-93%
	<i>Average quality of ride on a sealed local road network - smooth travel exposure*</i>	92%	89-93%	89-93%	89-93%	89-93%
	<i>Percentage of sealed local road network that is resurfaced</i>	6.7%	6-8%	6-8%	6-8%	6-8%
	<i>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</i>	100%	100%	100%	100%	100%
	<i>Percentage of emergency customer service requests relating to roads and footpaths responded to within 2 hours</i>	89.5%	87-92%	87-92%	87-92%	87-92%
	<i>Percentage of all other customer service requests relating to roads and footpaths responded to within 7 days</i>	97.6%	95-100%	95-100%	95-100%	95-100%

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



## PARKING ENFORCEMENT

### Community Outcomes

Community Needs, Quality Services, Sustainable Economic Development

### What this activity delivers

This activity provides parking enforcement services primarily in the Whakatāne town centre and Kopeopeo shopping area. The wardens also check vehicles parked on these roads for registrations, warrants of fitness and that they are generally safe to be on the road.

### Why we do it

We provide this service at the request of the community and businesses of the CBD, so parking spaces in our busiest areas have an appropriate level of turnover and are available for shoppers and businesses.

The Parking Enforcement activity also helps to ensure parking is done in a way that is safe and does not cause a hazard or obstruction for other road users. This service is defined by the Council's Traffic and Speed Limits Bylaw.

### Measuring our progress

Results for the performance measure below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Facilitate the availability of parking and contribute to safer vehicles on our roads	Percentage of the time at least two patrols per day are carried out in Whakatāne	~ 90%	90%	90%	90%	90%

# Water Supply - Ngā puna wai

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## WATER SUPPLY

### Community Outcomes

Community Needs, Reliable and Affordable Infrastructure

### What this activity delivers

We provide water to over 12,300 households and businesses throughout the District. Most water is treated to ensure it is safe to drink. We aim to provide water continuously and at a suitable pressure and quantity. We operate 10 different water supply schemes to provide water throughout the District. Each scheme operates slightly differently.

Some of our water connections have meters on them, which measure how much water is used on that property. In Whakatāne, Ōhope, Plains and Rūātoki, all connections are metered, while our other unmetered schemes have some commercial properties that are metered. For metered properties, people pay a fixed charge based on their consumption level. Properties not metered pay a fixed price based on an average consumption rate.

For properties in the District that are not connected to the Council's water supply network, we provide an advisory and education service as required.

This activity also provides the infrastructure for water supply required for future developments, such as new subdivisions or new businesses, schools etc.

Future residential development is anticipated to require new infrastructure to support it, including Shaw/Huna Road, Opihi and Coastlands, whilst commercial demand is expected in the Mill Road area. This represents a key driver for works over the next ten years.

The LTP will also continue the work of developing the Paul Road bore and connecting to the Edgumbe and Plains water supply schemes.

For more information about the issues and options facing our Water Supply activity, see the Council's Infrastructure Strategy 2015-45 in the Strategic Direction chapter of this LTP.

### Why we do it

There is a strong community demand for us to provide this activity. The main reason we deliver this activity is to protect public health. For households, this means you have healthy drinking water and fresh water to wash with.

We also promote public safety by ensuring adequate water pressure is available across the urban areas for firefighting for residential dwellings. Larger non-domestic buildings require special systems to increase the firefighting capacity.

Metered water connections were introduced to help manage water demand. Average consumption for our metered areas is 280 litres, per person, per day, compared to 450 litres in non-metered areas.

Under the Local Government Act 2002, we are required to provide the community with a reliable supply of safe drinking water, where this service has previously been delivered. This means we cannot cease to offer this service to households and businesses currently connected to our system.

#### What negative impact this might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below shows the possible negative effects of this activity and also what we are going to do to try and minimise these effects.

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

## What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
<ul style="list-style-type: none"> <li>• Leak detection</li> <li>• Fire hydrant maintenance</li> <li>• Water safety</li> </ul>	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
	Water Supply Network Hydrogeological Studies	2019-23	1,215,000	Loan 89 Opexres 11
	Water Mains Renewal	2019-28	4,172,000	Renewal 100
	Whakatāne Growth and Renewals	2019-28	12,130,000	Development Contribution 5 Loan 49 Renewal 55
	Ohope Harbour Water Pipes Upgrade & Timber Reservoir Replacement	2025-2028	1,500,000	Loan 45 Renewal 55
	Water Meter Installation for Unmetered Properties	2020	682,000	Loan 100

## Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. The measures in italics are mandatory, and are set by the Department of Internal Affairs. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Provide safe and clean drinking water to all properties within the District's water boundaries	<i>The extent to which Council's drinking water supplies comply with Part 4 of the Drinking Water Standards (bacteria compliance criteria)</i>	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant
	<i>The extent to which Council's drinking water supplies comply with Part 5 of the Drinking Water Standards (protozoal compliance criteria)</i>	Not all schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant
	<i>Number of complaints, per 1,000 connections, received by the Council about drinking water clarity</i>	1.6	Less than 20	Less than 20	Less than 20	Less than 18
	<i>Number of complaints, per 1,000 connections, received by the Council about drinking water taste</i>	0.88	Less than 20	Less than 20	Less than 20	Less than 18

	<i>Number of complaints, per 1,000 connections, received by the Council about drinking water odour</i>	0.48	Less than 20	Less than 20	Less than 20	Less than 18
Reduce unnecessary wastage of water	<i>Average consumption of drinking water per day per resident in the District for metered areas</i>	240 litres	280 litres or less	280 litres or less	280 litres or less	280 litres or less
	<i>Average consumption of drinking water per day per resident in the District for unmetered areas</i>	300.7 litres	450 litres or less	450 litres or less	450 litres or less	450 litres or less
	<i>Percentage of real water loss from our networked reticulation for metered schemes</i>	25%	20% or less	20% or less	20% or less	20% or less
	<i>Percentage of real water loss from our networked reticulation system for unmetered schemes</i>	49.4%	50% or less	50% or less	50% or less	50% or less
Provide a continuous, appropriate and safe water system throughout the District's urban, residential and commercial areas.	<i>Satisfaction with the water supply</i>	87%	86-90%	86-90%	86-90%	86-90%
	<i>Median response time to attend urgent call-outs</i>	12 minutes	1 hour	1 hour	1 hour	1 hour
	<i>Median response time to resolve urgent call-outs</i>	3 hours	10 hours	10 hours	10 hours	10 hours
	<i>Median response time to attend non-urgent call-outs</i>	18 minutes	4 days	4 days	4 days	4 days
	<i>Median response time to resolve non-urgent call-outs</i>	24 hours	5 days	5 days	5 days	5 days
	<i>Number of complaints received, per 1,000 connections, by the Council about drinking water pressure or flow</i>	3.19 complaints	Less than 45	Less than 45	Less than 45	Less than 45
	<i>Number of complaints received, per 1,000 connections, by the Council about continuity of supply</i>	9.5 complaints	Less than 40	Less than 40	Less than 40	Less than 40
	<i>Number of complaints received, per 1,000 connections, about the Council's response to any of these issues</i>	2.63 complaints	Less than 2	Less than 2	Less than 2	Less than 2

# Sewage treatment and disposal - Te tukuhanga o ngā parapara

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## SEWAGE TREATMENT AND DISPOSAL

### Community Outcomes

Community Needs, Reliable and Affordable Infrastructure, Valuing Our Environment

### What this activity delivers

Under this activity the Council collects the used sewage water from connected houses and businesses, treats it to an acceptable level and safely disposes of it. This activity also includes the Council's tradewaste functions which include the monitoring and treatment of sewage from businesses. We own and operate six sewerage schemes in the urban areas of Whakatāne, Edgecumbe, Tāneatua, Ōhope, Te Mahoe and Murupara. These schemes all have resource consents that allow the Council to discharge the treated sewage. Over the next 8 years (in 2026), 4 of the current discharge resource consents will expire, meaning that we may be required to undertake works to improve the treatment of the sewage, in order to comply with new consent conditions. This is a key driver for the treatment plant upgrades planned through this LTP. We have proposed an integrated wastewater system, which would pipe wastewater from Matatā to Whakatāne via Edgecumbe. It would also connect Tāneatua's wastewater to the treatment ponds in Whakatāne. The integrated wastewater system is not currently budgeted for in this LTP. We are waiting to hear whether our request for funding will be approved. If we receive funding, we will include the integrated wastewater system in the LTP.

We have also proposed to reticulate Matatā through an integrated wastewater approach. This would see wastewater from Matatā piped to Edgecumbe, and oxidation pond treated wastewater from Edgecumbe and Matatā piped to Whakatāne. At Whakatāne, improved treatment processes are proposed prior to discharge to sea through the existing consented ocean outfall. This centralised solution eliminates discharges to fresh water, is cost effective, and optimises existing consented infrastructure. There is also a possibility the concept could be applied to Tāneatua's wastewater system which would see the elimination of the current discharge of Tāneatua wastewater into the Whakatāne River. The integrated wastewater system is reliant on significant external funding which is the subject of ongoing discussions with the Bay of Plenty Regional Council and Central Government. The integrated wastewater project is not currently budgeted for in this LTP.

A further driver for this activity is the development of a reticulated sewerage system for Matatā. We are also continuing to look at options for the Te Teko area, which currently relies on septic tanks. Future residential and commercial development will likely require new infrastructure to support it, including Shaw/Huna Road, where works are planned to facilitate development.

#### Why we do it

By providing this service we are protecting our natural environments from contaminants. We are also protecting the community’s health by removing, treating and disposing of harmful waste.

The alternative to a Council provided sewerage system is the use of septic tanks. The Bay of Plenty Regional Council approves and monitors septic tanks. Septic tanks can be very useful, especially for rural properties, where the cost of a reticulated system would be too expensive because of the large distances covered. However, having a large number of septic tanks in an area, particularly in an urban area, can lead to excessive contaminants seeping into the ground and rivers. There are also logistical issues with septic tanks in enclosed areas.

#### What negative impact this might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below shows the possible negative effects of this activity and also what we are going to do to try and minimise these effects.

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

### What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
<ul style="list-style-type: none"> <li>• Pumping stations</li> <li>• Reticulation and manholes</li> <li>• Service connection</li> </ul>	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
	Whakatāne Wastewater Treatment Pond Upgrade	2019-28	4,555,000	Loan 73 Renewal 27
	Edgecumbe Renewal of Reticulation Network Pressure Network	2027/28	8,000,000	Loan 50 Renewal 50
	Whakatāne Wastewater Pump Stations Upgrade and Renewals	2024-27	5,500,000	Development Contribution 2 Loan 25 Renewal 73
	Murupara and Tāneatua Wastewater Upgrade	2020-28	1,590,000	Loan 50 Renewal 50
	Resource Consents for Wastewater Discharges	2020-27	3,500,000	Renewal 100

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. The measures in italics are mandatory, and are set by the Department of Internal Affairs. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Provide and maintain high quality, efficient and reliable sewerage systems that meet the reasonable needs of the urban and	Satisfaction with the sewage system	86%	83-87%	83-87%	83-87%	83-87%
	<i>Number of complaints received per 1,000 connections about sewage odour</i>	1.71	Less than 20	Less than 20	Less than 15	Less than 13
	<i>Number of complaints received per 1,000 connections about sewage system faults</i>	11.16	Less than 15	Less than 15	Less than 15	Less than 13
	<i>Number of complaints received per 1,000 connections about system blockages</i>	8.14	Less than 20	Less than 20	Less than 15	Less than 13



commercial communities	<i>Number of complaints received per 1,000 connections about the Council's response to issues with our sewerage system</i>	0.67	Less than 2	Less than 2	Less than 2	Less than 2
	<i>Median response time to attend a sewerage overflow resulting from a blockage or other fault in the Council's sewerage system</i>	1.2 minutes	3 hours	3 hours	3 hours	3 hours
	<i>Median response time to resolve a sewage overflow resulting from a blockage or other fault in the Council's sewerage system</i>	3 hours	10 hours	10 hours	10 hours	10 hours
Responsibly manage sewerage systems to reduce their impact on the environment	<i>Number of dry weather sewage overflows from the Council's sewerage system (per 1,000 connections)</i>	1.81 overflows	15 overflows	15 overflows	15 overflows	13 overflows
	<i>Number of abatement notices received by the Council in relation to the resource consents for discharge from our sewerage systems</i>	Zero	Zero	Zero	Zero	Zero
	<i>Number of infringement notices received by the Council in relation to the resource consents for discharge from our sewerage systems</i>	Zero	Zero	Zero	Zero	Zero
	<i>Number of enforcement orders received by the Council in relation to the resource consents for discharge from our sewerage systems</i>	Zero	Zero	Zero	Zero	Zero
	<i>Number of convictions received by the Council in relation to the resource consents for discharge from our sewerage systems</i>	Zero	Zero	Zero	Zero	Zero

# Stormwater drainage - Te awakeri o te wai āwhiowhio

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## STORMWATER DRAINAGE

### Community Outcomes

Community Needs, Reliable and Affordable Infrastructure, Valuing Our Environment

### What this activity delivers

The Council provides a variety of infrastructure to deal with stormwater within our urban areas. This includes underground pipes, open drains, overland flow paths, pump stations and stormwater ponds. All of our stormwater systems are designed to take stormwater away from built up urban areas and disperse it within our waterways. However, further works are required to meet the desired level of service. We manage the stormwater within identified urban and residential areas, the Bay of Plenty Regional Council manages land drainage in rural areas.

### Why we do it

There is strong community demand to be protected and safe within our homes. To respond to this, we build and operate stormwater infrastructure. We also need to protect infrastructure, such as roads, sewerage systems etc., which can get damaged by excessive floodwater.

The emotional and financial cost of flooding on our community within our District can be very high. We continually make improvements to the stormwater systems to try and reduce the chance of this flooding occurring. However, we will never be able to provide complete protection from all-weather events. Each event has different characteristics which can put strain on our stormwater infrastructure in different ways.

### What negative impact this might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below shows the possible negative effects of this activity and also what we are going to do to try and minimise these effects.

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

### What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
<ul style="list-style-type: none"> <li>• Open drain clearing</li> <li>• Floodgate maintenance</li> <li>• Reticulation and manholes</li> </ul>	Whakatāne Stormwater Pipe Upgrades and Renewals	2019-26	3,600,000	Loan 74 Renewal 26
	Stormwater Resource Consent and Capital Upgrades	2019-25	1,447,000	Loan 77.5 Renewal 22.5
	Risk Assessment, Implementation and Stormwater Modelling	2019-24	545,000	Loan 100
	Upgrade St Joseph Drain Pump Station	2020/21	1,000,000	Development Contribution 6.8 Loan 93.2
	Whakatāne Hinemoa Pump Station and Pipes Upgrade	2021-23	3,500,000	Development Contribution 6.8 Loan 93.2

## Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. The measures in italics are mandatory, and are set by the Department of Internal Affairs. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Provide and maintain reliable stormwater systems throughout the District's urban areas	<i>Number of flooding events* in the District</i>	Zero events	Less than 4	Less than 4	Less than 4	Less than 4
	<i>For each flooding event, the number of habitable floors affected (per 1,000 properties connected to the Council's stormwater system)</i>	Zero floors affected	Less than 10	Less than 10	Less than 10	Less than 10
	<i>Median response time to attend a flooding event</i>	42 minutes	3 hours	3 hours	3 hours	3 hours
	<i>Number of complaints received about the performance of the stormwater system per 1,000 connections</i>	8.31	Less than 10	Less than 10	Less than 10	Less than 10
Responsibly manage stormwater systems to reduce their impact on the environment	<i>Number of abatement notices received by the Council in relation to the resource consents for discharge from our stormwater system</i>	Zero	Zero	Zero	Zero	Zero
	<i>Number of infringement notices received by the Council in relation to the resource consents for discharge from our stormwater system</i>	Zero	Zero	Zero	Zero	Zero
	<i>Number of enforcement notices received by the Council in relation to the resource consents for discharge from our stormwater system</i>	Zero	Zero	Zero	Zero	Zero
	<i>Number of convictions received by the Council in relation to the resource consents for discharge from our stormwater system</i>	Zero	Zero	Zero	Zero	Zero

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

# Solid waste - Ngā Parapara

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## SOLID WASTE

### Community Outcomes

Community Needs, Reliable and Affordable Infrastructure, Valuing Our Environment

### What this activity delivers

#### **Kerbside Collections**

Council provides approximately 13,660 kerbside collection services to mitigate possible adverse health risks to the districts residents. Each service includes an 80 litre mobile garbage bin (MGB) for refuse, a 240 litre MGB for mixed recycling and a 60 or 45 litre crate for glass. Approximately 10,970 also have a 240 litre MGB for fortnightly green waste collection.

The areas serviced are based on customer demand and the capabilities of the contractor's resources. Some rural areas are not serviced by council contractors.

#### **Refuse Disposal**

The Council does not operate a landfill site. Following the closure of the Burma Road Landfill in December 2009 all residual waste is transported to Tirohia Landfill in the Waikato region. A transfer station was established at the Te Tahi Street site to facilitate the bulk transfer of waste.

#### **Recycling**

Council provides a kerbside recycling collection service including a 240 litre MGB for mixed recycling (paper, cardboard, plastics (grades 1 – 7), tins and cans) and a 60 or 45 litre crate for glass (bottles and jars).

The public can drop off recyclables for free at both the Whakatāne RTS and Murupara RTS.

Council funded and built recycling and refuse transfer facilities at the rural communities of Ruatāhuna and Minginui. These centres are currently run by the local communities, waste and recycling is transported to the Murupara RTS where it is disposed of for free.

### **Green Waste**

Council provides a kerbside green waste collection service utilising a 240 litre bin for fortnightly collection. The council opened its own green waste processing/composting facility at Keepa Rd, Whakatāne in August 2016.

### **Hazardous Waste Management**

Both the Murupara and Whakatāne RTS accept household hazardous wastes including waste engine oil.

### **Closed Landfills**

There are six closed landfills within the district. These are operated under resource consents and currently monitored for environmental effects.

### **Contract Services**

Council has three main service provider contracts in operation for the delivery of Solid Waste collection, transfer, recycling and disposal. These contracts provide the expected service standards that Whakatane is prepared to pay for on behalf of its customers and ratepayers.

These contracts include but not limited to:

- Kerbside Collections, operation of Whakatāne and Murupara RTS and transportation of waste to Tirohia Landfill.
- Disposal of residual waste at Tirohia Landfill.
- Operation of Keepa Rd Greenwaste composting facility.

The Solid Waste Services Contract expires in 2024, the disposal contract expires in 2020, and the service agreement for the greenwaste composting expires in 2018.

### **Waste Minimisation Activities**

Council supports a number of waste minimisation activities including:

- School Waste Education Programmes
- Paper for Trees - schools exchanging recycling for native plants
- Agrecovery – recovery of rural chemicals and containers
- Event Waste Management
- Para Kore – marae based recycling and education

Council also has the six year 2015 Waste Management and Minimisation Plan (WMMP). 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. The LTP is consistent with the content of the WMMP. A copy of The WMMP is available on our website ([www.whakatane.govt.nz](http://www.whakatane.govt.nz)).

#### Why we do it

The rationale for Whakatane District Council involvement in Solid Waste is as follows:

*“The Council undertakes these activities in response to the needs and aspirations of the people of the District for aesthetic and health reasons”.*

Other reasons that Council is involved with solid waste are:

- To mitigate possible adverse health risks to the Districts residents.
- To reduce the potentially harmful environmental impacts of waste.
- To assist with education regarding waste minimisation.
- To meet it’s obligations under the Waste Minimisation Act 2008 and Health Act 1956.

Council intends to be responsible for the provision of the solid waste activity for the Whakatane District, and considers the provision of this activity to be an essential function of Council.

#### What negative impact this might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below shows the possible negative effects of this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Transporting waste outside of the District has increased negative impact through the cost of fuel, the emissions from the trucks and the impact on the Council’s roading system.	Reducing the amount of waste being transported out of the District through increased recycling and reprocessing as described in the Waste Management and Minimisation Plan.
Environmental impacts caused by the discharge of contaminants to land and water from closed landfills.	Compliance with resource consent and aftercare management. Regular monitoring.

Economically, the cost of desired infrastructure improvements may exceed the community's ability to pay.	Consult with the community on all costs and options for Levels of Service through the LTP process
Increase in the amount of refuse to be disposed as population increases over time	The Council acts as the advocate for waste reduction through the adoption of the Waste Management and Minimisation Plan (WWMP). The Council also supports education initiatives and provides education material for its customers
Cultural impacts caused by the discharge of contaminants to land and water and odour to the air at refuse transfer stations	Compliance with resource consents and aftercare management
Potential impacts on customer satisfaction due to service failure /delays /responsiveness	Monitor and report on Levels of Service and in service provider contracts. Seek to resolve customer complaints "close the loop"
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.

#### What we are going to do

The Council is planning to undertake the following key capital projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Murupara transfer station improvements	2018-28	50,000	General Rate 100
Recycling park minor improvements	2018-28	50,000	General Rate 30 Targeted Rate 70



### Measuring our progress

We measure progress towards our goals in various ways, including through internal technical measures. The measures below will be reported on publicly through our Annual Report, along with the cost of the service compared to the budget, and updates on key project progress.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Reduce the amount of waste to landfill	Amount of Council controlled solid waste sent to landfill	16,777 tonnes	10,700	10,600	10,500	10,400
Provide the community with satisfactory kerbside collection, waste disposal and recycling facilities	User satisfaction with refuse disposal (transfer station facilities)	92%	90-94%	90-94%	90-94%	90-94%
	User satisfaction with the kerbside waste collection service	93%	90-94%	90-94%	90-94%	90-94%

# Environmental sustainability - Taiao tūroa

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## RESOURCE MANAGEMENT – POLICY

### Community Outcomes

Community Needs, Effective Leadership, Valuing Our Environment, Sustainable Economic Development

### What this activity delivers

Through this activity we prepare plans and policies that implement the Resource Management Act 1991 (RMA), including Development Strategies and the District Plan. The District Plan controls the way we use, subdivide and develop land in the District. It identifies where activities can take place, how land can be developed and what special features of our District should be protected.

### Why we do it

This activity provides a direction for the development of our District. This includes enabling the use and development of land while protecting the special places the community values. This is done through careful consideration and balancing of the need to protect our heritage, maintaining quality living environments and enabling development and growth. The District Plan is the key tool for achieving this and is also a legal requirement under the RMA.

Managing future risks from natural hazards are an important part of this activity. We are presently running two plan change processes to manage risk from future debris flows from the Awatarariki Stream catchment at Matatā. The cost of the plan change processes is included in the LTP. In parallel with the plan changes, we are engaging with the Bay of Plenty Regional Council and Central Government to retreat 34 residential properties within the high risk area as there is no alternative viable risk reduction strategy. The initiative is supported by a strong business case. The cost of assisting a managed retreat from the high loss of life risk area is not currently included in the LTP.

Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Policy and plans support the vision for the District and respond to predicted growth	Status of the District Development Strategy and District Plan	New measure	The District Development Strategy establishes the predicted growth over the next ten years.	Develop changes to the District Plan to provide for projected residential and commercial growth.	Develop changes to the District Plan to provide for projected residential and commercial growth.	Develop changes to the District Plan to provide for projected residential and commercial growth.
Plan growth and development recognising risks from natural hazards and climate change	Progress made to develop the District Plan to respond to Natural Hazards	New measure	Risk assessment of rainfall induced flooding is completed  Changes to the District Plan to manage identified landslide risks are developed	Changes to the District Plan to manage hazards relating to Coastal and Marine processes are developed	Changes to the District Plan to manage risks from natural hazards are developed	Changes to the District Plan to manage risks from natural hazards are developed

## RESOURCE MANAGEMENT – CONSENTS

### Community Outcomes

Quality Services, Valuing Our Environment, Sustainable Economic Development

### What this activity delivers

This activity implements the District Plan and environmental policies through resource consents and advice.

We receive, process, and determine applications to use, develop and subdivide land. When assessing applications or providing advice, we look at how it will affect the community as a whole, while balancing this with the needs of the applicant. We assess Building Consents against the District Plan requirements and process Land Information Memoranda. We also monitor compliance with the District Plan standards, and conditions of consents, to ensure any negative effects on the environment are avoided, remedied or mitigated. This sometimes means there are appeals to the Environment Court on our decisions and managing this process is an important part of this activity.

### Why we do it

The aim of this activity is to ensure everybody in the District enjoys where we live while enabling development and growth to occur. We work with developers to facilitate new initiatives and developments in our District and ensure the advice we give and consents we issue benefit the wider community, while facilitating good development decisions.

Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
High quality Resource Management Act administrative services are provided in a timely manner	User satisfaction with Council's resource consent process	78.7/100	76-80/100	76-80/100	76-80/100	77-81/100
	Average time to process non-notified land use resource consents	13.69 days	15 working days or less	15 working days or less	15 working days or less	15 working days or less
	Average time to process non-notified subdivision resource consents	14.06 days	20 working days or less	20 working days or less	20 working days or less	20 working days or less
	Average time to process fast-tracked non-notified land use resource consents	New measure	10 working days or less	10 working days or less	10 working days or less	10 working days or less

# Community safety - Te whakamaru o tū

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## LICENSING (ALCOHOL AND GAMBLING)

Community Outcomes

Community Needs

What this activity delivers

This activity is about licensing premises and people to control and manage the consumption of alcohol, and the location and number of Class IV gaming venues in our District.

We assist and provide administrative support for the District Licencing Committee. This involves processing and issuing licences relating to the sale of alcohol, for example, on and off licenses, temporary authorities, clubs and special licences, and manager certificates. We work closely with other organisations such as the NZ Police and Toi Te Ora Public Health in delivering this function, to perform controlled purchase operations to monitor adherence to license conditions and measure achievement in reducing harm.

Under this activity we also develop and administer the Gambling Policy for Class IV Venues (Gaming machine venues) and Board Venues (TABs).

Why we do it

We undertake this activity to protect and enhance the well-being of the community and reduce the harmful social effects that excessive and unsafe exposure to alcohol and gambling facilities can result in. This activity also promotes responsible drinking habits and helps to create safe environments. The Sale and Supply of Alcohol Act 2012 and the Gambling Act 2003 require us to provide this activity.

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Licensed premises comply with the Sale and Supply of Alcohol Act 2012.	Percentage of licensed premises inspected as required by the Sale and Supply of Alcohol Act 2012.	100%	100%	100%	100%	100%

## ENVIRONMENTAL HEALTH AND REGULATION MONITORING

### Community Outcomes

Community Needs, Quality Services, Valuing Our Environment

### What this activity delivers

This activity delivers three key functions. Firstly, the licensing of registered premises, including food premises, camping grounds, funeral directors and hairdressers. Secondly, the monitoring of the state of the environment, including public and private water supplies, environmental noise and contaminated land. And finally, providing a response to nuisance complaints, such as excessive and unreasonable noise, offensive refuse and odour from neighbouring properties.

This activity enforces a number of Council bylaws.

### Why we do it

This activity monitors environmental and public health standards to keep the community safe and healthy. This is achieved by acting in an advisory and monitoring role as well as an enforcement agency when necessary. We ensure that public health is maintained so you are confident that your food is safe when you go out to eat, or the neighbouring commercial business is not making unreasonable noise. The Food Act 2014, the Health Act 1956, the Resource Management Act 1991, the Building Act 2004, and associated regulations and bylaws regulate this activity.

We undertake this activity in response to public demand to deal with the issues of nuisance, public health and safety and offensive behaviour. There is a public expectation we will respond to and enforce bylaws and statutes where required. We have an obligation under the Local Government Act 2002 and the Litter Act 1979 to undertake these activities.



## Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The Council administers and enforces bylaws to respond to issues that create nuisance to the community.	Percentage of complaints relating to abandoned cars, litter, and general bylaw offences responded to within two working days	90%	90-95%	90-95%	90-95%	90-95%
The Council monitors and responds to legislative and community Environmental Health requirements.	Percentage of after-hours excessive noise complaints responded to promptly*	95%	90-95%	90-95%	90-95%	90-95%
	Percentage of Environmental health complaints (excluding noise) responded to within two working days	75%	90-95%	90-95%	90-95%	90-95%
	Percentage of food premises inspected as legislatively required	100%	100%	100%	100%	100%

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

Area	Definition Area
Area 1	Ōhope, Whakatāne, Tāneatua, Coastlands, Awakeri, Thornton Road to Golf Links Road
Area 2	Edgecumbe, Matatā, Otamarakau, Otakiri, Onepu, Te Teko, Te Mahoe and Wainui to the Opotiki intersection
Area 3	Murupara, Galatea & Environs

## BUILDING

### Community Outcomes

Community Needs, Quality Services, Sustainable Economic Development

### What this activity delivers

The Building activity is responsible for receiving, processing and issuing building consents. We conduct inspections and enforce building consents in terms of what is built and how it is built. This means we also respond to building related complaints and people come to us when they are buying or building a home for advice on development rules.

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

### Why we do it

This activity focuses on protecting the community from unsafe buildings and ensures buildings are designed and constructed in a manner that promotes sustainable development. There is strong community demand to ensure we undertake building consents in a manner that contributes to the health and well-being of the community. This activity is regulated principally under the Building Act 2004.

We work hard to ensure people, including developers, understand the requirements, the costs and timeframes. Providing advice and guidance through the process is an important part of the activity and helps to generate successful outcomes for all. We encourage people to come in and talk to us before or during works to ensure things are done correctly the first time.

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
High quality outcomes for building consent and code compliance applications are provided in a timely manner	User satisfaction with the process Council used for your building consent	81.2/100	80-84/100	80-84/100	80-84/100	80-84/100
	Average time for processing building consents	12.98 working days	15 working days or less*	15 working days or less*	15 working days or less*	15 working days or less*

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

## ANIMAL CONTROL

### Community Outcomes

#### Community Needs, Quality Services

#### What this activity delivers

This activity covers the areas of dog and stock control. We deliver services for dog registration, educating the public on responsible animal ownership, and we receive complaints and issue fines for breaches. The pound service is also run under this activity.

#### Why we do it

Our aim is to protect public safety. This service safeguards the public from wandering, threatening and aggressive animals. We also operate the pound service to give roaming or abandoned animals shelter and food. This involves re-housing stray animals where possible and appropriate. We have a statutory responsibility to undertake this activity, through the Dog Control Act 1996 and the Stock Impounding Act 1955.

#### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Animal control services contribute to public safety and comfort	Percentage of aggressive/threatening dogs and roaming stock complaints responded to within one hour	99%	95-100%	95-100%	95-100%	95-100%
	Percentage of all other animal control complaints responded to within two working days	99%	95-100%	95-100%	95-100%	95-100%

## EMERGENCY MANAGEMENT

### Community Outcomes

Community Needs, Effective Leadership

### What this activity delivers

We recognise our District is located in an area exposed to a variety of natural hazards, including flooding, earthquakes, debris flow and landslides, tsunami, volcanic eruption and more. The purpose of this activity is to ensure the community has a high degree of resilience to survive and defend against the adverse effects of natural hazards through:

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

This activity ensures we are prepared for the response to, and the recovery from, a major natural hazard event or emergency. We build relationships between agencies (such as the Police, FENZ and the like), Iwi and other community agencies so we are well coordinated during an event, and that we can respond quickly and appropriately to a situation threatening our community.

Part of our role involves ensuring we have the resources and information required to help the community understand hazards and recover from a disaster. We achieve this through the Civil Defence and Hazardous Substances functions.

Many civil defence functions are delivered by Emergency Management Bay of Plenty, a regional entity with two dedicated staff based in the Eastern Bay. While planning and work programme development will be coordinated at a regional level and be consistent with the Bay of Plenty Emergency Management Group Plan, the delivery will be undertaken locally with a strong emphasis on building community resilience and preparedness for an emergency.

### Why we do it

Primarily we undertake this role due to the strong community desire for us to take the lead in an emergency situation. There are also statutory obligations for the Council to be involved in Civil Defence, and Hazardous Substances planning and response under the Civil Defence and Emergency Management Act 2002 and the Hazardous Substances and New Organisms Act 1996. Planning and training is undertaken, both locally and regionally, to mitigate the effects of natural hazards and emergency situations and ensure the safety of our community.

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The Council is ready to respond to a Civil Defence Emergency and is able to function for as long as required during an emergency event.	Percentage of roles for 24 hour operation of the Emergency Operation Centre/Emergency Communications Centre identified and staffed	93%	85%	85%	85%	85%
	Percentage of staff trained to the appropriate level agreed by the Civil Defence Emergency Management Group	95%	85%	85%	85%	85%
The Council actively engages with the wider community to increase the level of emergency awareness, preparedness and resilience.	Number of initiatives delivered to promote community resilience and safety	11 initiatives	8 initiatives per annum	8 initiatives per annum	8 initiatives per annum	8 initiatives per annum

# District growth - Whakatipuranga o te rohe

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## ECONOMIC DEVELOPMENT

### Community Outcomes

Effective Leadership, Sustainable Economic Development

### What this activity delivers

Economic Development is a key focus area for the Council and forms an important part of the future that the LTP 2018-28 intends to facilitate. This activity undertakes projects to improve the economic wellbeing of the Whakatāne District by encouraging investment, promoting vitality within the Whakatāne CBD, marketing, tourism and district promotion and supporting local business and industry. We will also look to foster regional development through cooperation with Iwi, neighbouring Councils and other bodies.

This activity also acts as Council's interface with the Commercial Advisory Board, a body set up by Council to provide advice on how best the Council can facilitate economic growth and development in the District.

### Why we do it

We provide this service at the request of the community and businesses, recognising the strong desire for local decision making and action, by Council, to promote and encourage economic development and prosperity in the District.

Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Facilitate a thriving and vibrant local community with a prosperous economy.	Satisfaction with the Council's efforts to attract and expand business	49%	54-58%	55-59%	56-60%	57-61%
	Satisfaction with Council's efforts to attract and retain residents into the District	54%	57-61%	58-62%	59-63%	60-64%



## EVENTS AND TOURISM

### Community Outcomes

Community Needs, Quality Services, Sustainable Economic Development

### What this activity delivers

The Council promotes the District throughout New Zealand as destination to visit, live and work and works alongside Tourism Bay of Plenty and Tourism New Zealand to market the region internationally and attract more visitors. The activity facilitates and attracts large scale events which bring visitors to the District and helps make the District a vibrant community and a great place to live. This activity also runs the Whakatane i-SITE which provides a booking service and information to visitors and the local community and acts as a showcase of the best of the region.

### Why we do it

The Council recognises the contribution to the recreational and prosperity outcomes for the District, provided by this activity. The activity assists in fostering economic development in the District and reflects the strong community desire for Council involvement in this area.

Tourism is currently New Zealand's largest export earner, contributing 20.7% of New Zealand's foreign exchange earnings. Positive impacts of tourism on New Zealand's economy and communities are far and wide and forecasts for the tourism sector are positive. On a much smaller scale, the Whakatāne District has experienced a recent upswing in the district's popularity as a tourism destination with the number of guest nights in Whakatāne and Kawerau District's rising to nearly 300,000 in 2017. Over the past 3 years, the total tourism spending in the Whakatāne District has grown at an average of 9% and has reached \$126m in annual spend. Most of the visitors are domestic at nearly 80%, with the balance visiting from Australia, USA, UK and Europe.

Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Promotions encourage increased numbers of international and domestic visitors while local events create a vibrant District.	Satisfaction with the efforts Council makes to attract visitors or tourists to the area	71%	71-75%	72-76%	73-77%	74-78%
	Satisfaction with Council's efforts to enable and promote events	72%	74-78%	75-79%	76-80%	77-81%

## STRATEGIC PROPERTY

### Community Outcomes

#### Sustainable Economic Development

#### What this activity delivers

This activity manages commercial assets vested in the Council and includes a number of different properties attributed to the harbour fund. The majority of these are held in perpetual ground lease.

The Council is the major landowner of the Whakatāne CBD, through the Harbour Endowment Fund. From an economic development perspective, the Council intends to leverage off the ownership of these strategic land holdings. The Town Vision Plan outlines the Council's vision and plan for the future of the Whakatāne CBD and acts as our guiding document in this regard.

#### Why we do it

We keep these properties because they are in a strategic location or may have a potential value to the Council and community in the future.

The assets of the Harbour Board were gifted to the Council for the benefit of the community as Harbour Endowment Land and the Council has an obligation to maintain, operate and develop the port and harbour facilities and surrounds for the good of the community. The harbour endowment land earns income through leases, which is used to pay for the on-going operation, maintenance and improvements of the ports and harbour facilities and surrounds. This includes contributing to the cost of operating and maintaining facilities and services that sit on Harbour Land. See the Ports and Harbour activity for detail about how we are developing our harbour assets, through the Harbour Endowment Fund.

The Council also owns other strategic property that has been acquired for a specific purpose, because of their strategic location or potential value to the Council and community in the future. The Council manages these assets, under this activity, until they can be used for their intended purpose.

# Recreation and community services - Te whare tapere me ngā ratonga hāpori

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## LIBRARIES

Community Outcomes

Community Needs, Quality Services

What this activity delivers

The libraries in the Whakatāne District are local centres of information with pathways for enquiring minds in the heart of our communities.

These combined facilities with libraries in all, also house:

- in the Horizon Energy Group Library Whakatāne, the exhibition galleries and permanent museum display in Te Kōputu a te whanga a Toi
- in Murupara, a Service Centre with access to all Council enquiries
- in Edgecumbe, the Whakatāne District Recovery Project centre following the April 2017 floods and known locally as Te Tari Āwhina
- in Ohope, the volunteer lead community library for local residents and visitors

The district libraries offer access to quality collections of contemporary and relevant information through books, eBooks and databases, art, the internet and public programmes and activities. Dynamic staff will be able to assist residents and visitors to navigate and curate (find, group, organise and share) the vast amount of data available and utilise this information.

These facilities also provide a community place for residents and visitors to enjoy on their own or with friends and family and other like-minded people. The increased demand to use meeting rooms in Te Kōputu is a reflection of increased community connectedness. Collectively the libraries have over 14,000 registered users. Free wireless internet access and a number of computers are provided free in the Whakatāne and Murupara libraries with Edgecumbe added in 2017 through the Aotearoa Peoples Network Kaharoa service. All libraries have areas where children can play educational games with access to colour printers and online access to databases, including ancestry.com.

The Council continues to invest in and keep up with changing technology and community demand by raising digital literacy within our communities with the appointment of a Digital Literacy Officer. A collection of computer workshops for the public will continue to be offered in Whakatāne with opportunities for growth in other areas. We will also continue to investigate alternative and improved options for delivering the library service in the community.

#### Why we do it

We provide this activity in response to public demand and on behalf of the community. The District libraries are community hubs, providing resources and opportunities to the community through access to visual, audio, reading, writing, kinaesthetic and digital information. Providing this material supports the ongoing development and empowerment of the wider community and provides them access to relevant information whether it is for leisure, research or education.

#### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Opportunities for information, education, leisure and cultural enrichment are promoted and engaged with across the District.	User satisfaction with public libraries	95%	90-94%	90-94%	90-94%	90-94%
	Number of people visiting Te Koputu a te Whanga-a-Toi Whakatāne Library and Exhibition Centre (includes foot traffic only)	213,920 people	210,000	210,000	210,000	210,000
	Number of people engaging in public programmes delivered by Libraries across the District	New measure	3,000	4,000	5,000	5,000

## MUSEUM

### Community Outcomes

Community Needs, Quality Services, Reliable and Affordable Infrastructure

### What this activity delivers

This activity involves the ongoing stewardship of the district's arts, culture, and heritage identity. It operates a public museum exhibition space and galleries at The Whakatāne Library and Exhibition Centre, Te Kōputu a te Whanga a Toi, and manages the preservation, presentation, and educational use of artefacts and other historical assets on behalf of the community. It also plans, delivers, and supports creative opportunities, arts events and experiences, and cultural programming throughout the district.

The public face of the Museum - Whakatāne Library and Exhibition Centre, Te Kōputu a te Whanga a Toi - offers ongoing free exhibitions and cultural content for residents and visitors - presenting local, national and international artists alongside the Museum's main historical display. Programming and related outreach activities focus on themes of local interest, objects found in the District, the nationally recognised Molly Morpeth Canaday Awards, topics important to regional identity, and new works by visiting artists.

Council's extensive museum collections contain over 500,000 items, including significant photographs and newsprint from the past 150 years, genealogical materials, local government archives, and a number of items deemed to be of national importance. These range from Tāonga Māori to fine art and craft to rare objects from New Zealand history. Because the Library and Exhibition Centre can only display a small portion of Council's collections, the majority of items are stored in the separate (opening late 2018) Museum Collections and Research facility, allowing for modern conservation, preservation, and controlled use of artefacts and objects. A small team manages the ongoing requests, research, and scholarship associated with the collections – conducted by both the general public as well as specialised historians and academics from around the world.

### Why we do it

We do this activity to foster and support the cultural, educational, leisure and community values of the District. Our Museum preserves and presents the District's cultural heritage from generation to generation, and provides ongoing preservation for the future. Our galleries offer vibrant, diverse, and thought-provoking exhibitions that speak to our sense of place and our ever-developing cultural identity. And our Collections and Research facility provides ongoing opportunities for citizens to engage in every aspect of that identity – from genealogy and history research to creative expression and the arts. These Council assets and professional operations speak to kaitiakitanga – careful stewardship of place and environment – and ensure the ongoing conservation and celebration of the important things that define us.

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measures	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The Council provides for the safe storage, preservation and access to our community's treasures and archives.	User satisfaction with the Museum*	No target specified	85-90%	85-90%	85-90%	85-90%
The Council provides facilities and services that help create a strong sense of community pride and identity, reflecting the heritage and culture of our region.	User satisfaction with the Exhibition Centre	88%	88-92%	88-92%	88-92%	88-92%

\*The new Museum and Research Centre is expected to influence these targets considerably. The facility is expected to be open to the public early in 2018/19.

## HALLS

### Community Outcomes

Community Needs, Reliable and Affordable Infrastructure

### What this activity delivers

There are 13 urban and rural community based halls across the Whakatāne District, including the Whakatāne and District War Memorial Hall. These halls are hired by the community for a reasonable fee and are frequently used for sports, events, meetings, social and cultural occasions. The halls are a valued asset to the community. They are facilities for the whole community to utilise and we aim to keep them affordable and available for all.

### Why we do it

We do this activity to provide the community with facilities to build community spirit and encourage recreational, social and learning activities, recognising their contribution to the Council's 'Community Needs' outcome. The activity reflects the fact that communities value and use their halls and want them to be retained at an affordable level.

The Community Halls Strategy and Community Halls Policy guides this activity.

### What we are going to do

The Council is planning to undertake the following key capital projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Multi sports event centre	2019-26	10,000,000	Development Contribution 4.8 Loan 19 Renewal 9.4 Subsidy 66.8



### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The community is provided with community halls that support the needs of users	User satisfaction with public halls	84%	82-86%	82-86%	82-86%	82-86%

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## PARKS, RESERVES, RECREATION AND SPORTSFIELDS

### Community Outcomes

Community Needs, Reliable and Affordable Infrastructure, Sustainable Economic Development

### What this activity delivers

We provide reserves across the District, in the urban areas of Whakatāne, Edgecumbe, Murupara, Ōhope and Tāneatua and throughout rural areas of the District.

Our reserves are either local reserves designed to meet the needs of local neighbourhoods, or community reserves providing a wider range of facilities to attract users from the wider community. Many of these reserves include playground facilities like swings and slides, while some are used mainly for organised spots. Specific reserves alongside riverbanks, lakes or the coast provide for passive recreation, access to the water and conservation values. We maintain some reserves for operational purposes only, like road reserves that accommodate utility services and drainage reserves for stormwater management.

We have a duty to maintain and manage our assets. This includes trees on our reserves which is guided by our Tree Management Strategy

We work with other community groups and organisations to develop the walking and cycling facilities in our District and the wider sub-region. The Council, alongside Kawerau and Ōpōtiki District Councils, has developed an Eastern Bay of Plenty Cycle Trails Strategy. The Strategy provides direction for the development and promotion of cycle trails within and between the districts to form an Eastern Bay of Plenty cycle trail network. The Council provides for a partnership fund of \$75,000 per annum to support local projects and groups with walking and cycling initiatives. This is different to the roads and transport budget for walking and cycling. That budget is related to the urban area only, not the Cycle Trails Strategy.

Similarly, we will work in partnership with other organisations to progress our Whakatāne River Greenways Concept Plan. This Plan provides direction and a framework for the future development of the walkway and reserves adjacent to the Whakatāne River.

### Why we do it

There is a strong desire from the community to have quality recreational space available. We provide the facilities in the most appropriate and convenient locations. Having accessible recreational spaces helps to build communities that interact with each other, are healthy, happy and well connected. Providing recreational spaces means clubs are established that make use of the facilities, which increases opportunities and activities for all in the District.

### What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
• Recycling bin servicing	Recycling Bins for Reserves	2019-28	100,000	Subsidy 100
	Walking and Cycling Projects	2019-28	750,000	Subsidy 100

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goals	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Adequate parks and reserves and provided to meet the needs of users.	User satisfaction with parks and reserves in the Whakatāne District	92%	89-93%	89-93%	89-93%	89-93%
Adequate playgrounds are provided to meet the needs of users.	User satisfaction with playgrounds in the Whakatāne District	90%	88-92%	88-92%	88-92%	88-92%
Adequate sports fields/grounds are provided to meet the needs of users.	User satisfaction with sportsfields in the Whakatāne District	90%	88-92%	88-92%	88-92%	88-92%

## CEMETERIES AND CREMATORIUM

### Community Outcomes

Community Needs, Quality Services, Reliable and Affordable Infrastructure

### What this activity delivers

This service focuses on providing cemetery and crematorium facilities for the community, including the services of a sexton and a venue for a crematorium service. We manage six cemeteries, located in Whakatāne (Hillcrest and Domain Road), Tāneatua, Waimana, Galatea and Matatā - which is managed by a trust on our behalf.

### Why we do it

There is a strong public demand from the community for us to provide these facilities. They need to be well located throughout our District. The community requires attractive, restful facilities, which cater for the differing needs of the community, such as Returned Services Association, lawn areas and memorials. The District's cemeteries are also used by the community as a peaceful, open place to visit and walk.

The history and essence of our community is contained within our cemeteries. Providing and managing these facilities is in accordance with the Burial and Cremations Act 1964.

### What we are going to do

The Council is planning to undertake the following key capital projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Whakatāne Hillcrest Cemetery Expansion	2019-27	2,724,000	Loan 100

Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Cemetery services are available to residents and meet the needs of the District	User satisfaction with cemeteries including maintenance of cemeteries	97%	94-98%	94-98%	94-98%	94-98%
	User satisfaction with crematorium facility	92%	90-94%	90-94%	90-94%	90-94%

## PUBLIC CONVENIENCES

### Community Outcomes

#### Community Needs, Reliable and Affordable Infrastructure

#### What this activity delivers

We own and operate 41 public conveniences for the use of the general community. You can find these facilities at parks, reserves, and popular recreational locations.

Often these conveniences include other facilities such as showers, changing rooms or drinking fountains. The public conveniences are regularly cleaned and monitored.

#### Why we do it

There is a strong community demand for us to provide public conveniences around the District, especially at our more popular recreational spaces. These facilities meet the needs of our community when people are out and about, and are located for the convenience of people using other Council facilities such as boat ramps, playgrounds and reserves.

#### Measuring our progress

Results for the performance measure below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Public Conveniences are provided throughout the District that are tidy, functional and sufficient to meet demand	User satisfaction with public toilets in the Whakatāne District	66%	65-69%	65-69%	70-75%	70-75%

## WHAKATANE HOLIDAY PARK

### Community Outcomes

Reliable and Affordable Infrastructure, Quality Services, Sustainable Economic Development, Community Needs

### What this activity delivers

We purchased the Whakatāne Holiday Park in May 2017 as a strategic tourist asset to meet the potential demand and increased tourism in the Region.

The park has a range of accommodation options including tent sites, power sites, standard cabins, kitchen cabins and self-contained units.

This activity manages and maintains the site, including the communal facilities such as the kitchen, laundry, ablutions, outdoor dining area and summer swimming pool.

The Whakatāne Holiday Park also played a significant role in providing temporary accommodation for many of our community whose homes were damaged in the Edgecumbe floods.

### Why we do it

Economic development and tourism growth are both key focus areas for our District.

The Whakatāne Holiday Park is a strategic asset that will play a role in supporting our growing tourism industry. The parks location and facilities, combined with the future tourism trends for our District, makes it a business that has great potential to deliver benefits to the entire community, now, and into the future.

### Measuring our progress

Results for the performance measure below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Tourism within the District is promoted through the operation of the Whakatāne Holiday Park	Number of admissions to the Whakatāne Holiday Park	New Measure	3,000	3,600	4,300	5,100

## AQUATIC CENTRES

### Community Outcomes

Community Needs, Quality Services, Reliable and Affordable Infrastructure

### What this activity delivers

We provide two aquatic centres in the District - the Whakatāne District Aquatic Centre and the Murupara swimming pools - known as A H Lynd Memorial Baths. Over the first three years the Council will also be working in partnership with the Edgecumbe College School to make their pool available to the community over the summer months.

The Whakatāne District Aquatic Centre has a 25m indoor pool and a 33m outdoor heated pool open on the first of August and closing at the end of April school holidays. Facilities at the centre also include a learners' pool, a shallow beach paddling pool, a hydro slide, two spa pools and unit for the local swim club. The facility also includes a fitness centre with gym equipment available for use. This aquatic centre is used by people from across our District.

The Murupara swimming pools are outdoors and include a paddling pool, a heated 30m swimming pool, change facilities, picnic tables and a permanent free BBQ. These are open from Labour weekend through to the end of the April school holidays, reflecting the operating costs of maintaining and heating the pool during the colder months.

This activity looks to meet community needs and offers several services. Learn to swim programmes for babies through to adults are provided, exercise programmes delivered through the gym and pool (aquacise, green prescription, fitness programmes) and occupational therapy and rehabilitation programmes are available. The facilities also allow opportunities for use by school groups for swimming lessons and activities and also accommodate a number of different clubs from the area including the swimming club and the surf life-saving club.

Some upgrades are planned for the Whakatāne District Aquatic Centre, as part of this LTP. One of the more recent major projects was to install UV systems on all of the pools except the outdoor 33m. Other works include upgrades to the reception and office areas, renewal of the gym equipment and maintenance works.

### Why we do it

Having facilities available in our District for people to learn to swim in a safe environment has a huge benefit for the community, especially as we live in an area with many natural waterways presenting play areas for our children once they can safely swim. Opportunities to exercise and have fun in a social environment are also very important. The positive impact of swimming on our community's health and well-being is valuable. The swimming facilities and the spa pools are used for occupational therapy treatment and rehabilitation. These allow the facility to become a vibrant hub that accommodates the community's needs.



### What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
<ul style="list-style-type: none"> <li>• Learn to swim classes</li> <li>• Fitness centre</li> </ul>	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
	Outdoor Pool Roof	2022	450,000	Subsidy 100

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Aquatic facilities in Whakatāne and Murupara promote healthy, active life styles and are well used by the population.	User satisfaction with swimming pools in the Whakatāne District	92%	86-90%	86-90%	87-91%	87-91%
	Number of admissions at Aquatic Centres in the Whakatāne District	141,444 admissions (106,174 in 2015/16)	135,000	135,000	135,000	135,000

## PORTS AND HARBOUR

### Community Outcomes

Community Needs, Sustainable Economic Development, Reliable and Affordable Infrastructure

### What this activity delivers

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

### Why we do it

By providing these facilities across our District's harbour and coastline we are able to enhance the economy of our District, through improved recreational and business opportunities. This has benefits for many of our residents. We undertake this activity in close conjunction with the Bay of Plenty Regional Council, sharing responsibility for different aspects of the management of the District's coastal area.

The assets of the Harbour Board were gifted to the Council for the benefit of the community as Harbour Endowment Land. We have an obligation to maintain, operate and develop harbour and port facilities for the good of the community. The Harbour Endowment Land (managed through the Strategic Property activity) earns income through leases, or could be sold to create an investment fund. The lease and / or investment fund income is needed to pay for the on-going operation, maintenance and improvements of the ports and harbour facilities. This way, we continue to provide these valuable assets to the community with minimal ratepayer funding. This helps to make the District an attractive place to work and play.

### What we are going to do

The Council is planning to undertake the following key capital projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Port Ōhope wharf upgrades	2019-28	525,000	Restrict 100
Whakatāne main wharf replacement	2019-22	6,764,561	Renewal 20 Restrict 80

### Measuring our progress

Results for the performance measure below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The community is provided with a variety of Port and Harbour facilities that are easily accessible and are affordable.	Satisfaction with harbour facilities including the port	78%	77-81%	78-82%	79-83%	79-83%

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## COMMUNITY DEVELOPMENT

### Community Outcomes

#### Community Needs, Effective Leadership

#### What this activity delivers

This activity promotes a safe community through a variety of methods including education, interagency collaboration and externally funded programmes. This activity includes road safety, youth development and community safety.

We have collaborated with the community through the community visioning project Whakatāne Ki Mua. Whakatāne Ki Mua identified key priorities for our community and the Community Development activity is one of the activities of Council that is working to deliver collaboratively on the community's vision. We support and deliver projects that promote a District response to national social issues that threaten the safety and health of our communities and address specific social needs and priorities of our community. Much of the work in this activity is either completed in partnership with other agencies already working in this area or subject to external funding.

This activity includes coordinating the Whakatāne District Youth Council and developing projects, strategies and policies that improve social wellbeing or reduce crime. Our road safety programme intends to help reduce the number of crashes and fatalities suffered on our roads; it is delivered collaboratively within the Eastern Bay of Plenty.

#### Why we do it

We take on a leadership role in this activity to tackle social issues in our District. These include our high level of deprivation (especially in our rural communities), high levels of criminal offences related to burglary, family violence and destruction of property, high risk of traffic crashes and generally poor health. The Council provides this activity in response to public demand. We recognise we have an important role to play in improving and guiding social issues. This includes promoting and coordinating projects, as required, which lead to a better quality of life for all our residents. Because of the nature of this activity, most projects are funded through grants and subsidies from Central Government and charitable trusts.

### What we are going to do

The Council is planning to undertake the following key capital and operational projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

OPERATIONAL PROJECTS	CAPITAL PROJECTS			
	DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
<ul style="list-style-type: none"> <li>Alcohol and drug programmes</li> <li>Speed reduction campaign</li> <li>Road safety campaigns including motorcycles and bicycles</li> </ul>	CCTV Phase 2 – Expansion of camera network and renewals	2019 & 25	200,000	Renewal 30 Subsidy 70

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. The measure in italics is mandatory, and is set by the Department of Internal Affairs. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
Social well-being is improved in the District through a range of strategies, policies and projects.	Perception of safety in the District	93%	92-96%	92-96%	92-96%	92-96%
	<i>Difference in the number of fatality and serious injury crashes on the local road network, compared to the previous year</i>	19 crashes (11 more than the previous year)	Less crashes than the previous year	Less crashes than the previous year	Less crashes than the previous year	Less crashes than the previous year

# Corporate and district activities - Ngā mahinga rangapū ā rohe

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## What is this group of activities

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

## How this group is funded

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

## CUSTOMER SERVICES

### What this activity delivers and why we do it

This activity provides the friendly staff that greet you when you visit our service centres or when you call us. The customer services staff have a number of responsibilities including processing and managing incoming requests for service, managing bookings (for parks, halls, reserves etc.), and processing payments. They are usually the first, and where possible the only point of contact. We realise our customer's needs are varied and are continually changing, which is why we are focused on growing our online services, so our customers can gain access to our services at a time that is convenient for them.

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The Community has access to the Council through fully competent and efficient Service Centres	Percentage of telephone calls that are answered within 30 seconds	83%	85%	85%	85%	85%
	User satisfaction with the overall service from Council's front desk	95%	94-98%	94-98%	94-98%	94-98%

## PUBLIC AFFAIRS

### What this activity delivers and why we do it

This activity supports and provides effective communication between the Council and the community. We produce Ko Konei (the Council's newsletter), media releases, advertising, promotional/educational publications and maintain the Council's award-winning website (whakatane.govt.nz) and social media platforms (Facebook, Twitter and YouTube). We also develop systems and processes that help to improve community engagement across the Council's many activities and services. This is to ensure the community has access to relevant, timely, credible and meaningful information, and to create opportunities for the public to influence decision-making. We endeavour to operate in an open and transparent manner and this activity assists the organisation to achieve that goal.

### Measuring our progress

Results for the performance measures below will be reported on publicly through our Annual Report, along with the actual and budgeted cost for the activity and updates on the progress of key projects. We also measure our performance through a series of technical measures which are reported on internally.

Activity Strategic Goal	Performance Measure	2016/17 performance	Targets			
			Year 1 (2018/19)	Year 2 (2019/20)	Year 3 (2020-21)	Years 4-10
The community has access to information and feels well informed.	Satisfaction with Council's provision of information	70%	69-73%	69-73%	69-73%	69-73%
	Percentage of website users that remain engaged*	77%	77%	77%	77%	78%

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



## HUMAN RESOURCES

### What this activity delivers and why we do it

This activity is an internal service that provides proactive advisory services and tools to support the managers and staff. Our Human Resources team takes on the responsibilities of recruitment, induction, employment relations, organisational development, health and safety, training, and remuneration. This activity requires compliance with legislative requirements, including under the Employment Relations Act 2000, and the Health and Safety at Work Act 2015. We do this activity to attract, retain, motivate and reward high calibre employees to assist in the delivery of our goals and values.

## FINANCE

### What this activity delivers and why we do it

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

## CORPORATE INFORMATION

### What this activity delivers and why we do it

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

As part of our duty to manage our information responsibly and effectively, an operational project will digitise Council records, including property files, during 2015/16, 2016/17 and 2017/18 years, and is budgeted to cost \$1,500,000. This project will improve Council services, for example, allowing property files to be requested and accessed online, as well as numerous other internal process improvements.

## CORPORATE PROPERTY

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

## DISTRICT INCOME AND EXPENDITURE

### What this activity delivers and why we do it

District income is applied to reduce the general rate requirement in other Council activities. This revenue is sourced from commissions, petrol tax, interest and other revenue.

# Council Controlled Organisations

## Ngā roopu mahi tahi a te kaunihera o Whakatāne

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

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

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

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

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

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

## WHAKATĀNE AIRPORT

### CCO information

- 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.

### About the Whakatāne airport

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

An economic impact assessment carried out in 2014 by Market Economics Spatial concluded that; The airport is important to connecting the EBoP community and workforce with the rest of NZ, and without an airport the long term effect of increased relative isolation will have a direct negative impact on the EBoP community. Without an air service, Whakatāne and the EBoP business will face higher costs to service current market needs and greater relative distance to market. This may lead to reduced future growth prospects and employment potential in the district. Notably the increased relative distance to NZ's major market and global facing city (Auckland), and Central Govt in Wellington. Younger working age people are more likely to be mobile and will seek well connected cities and regions as they offer the largest opportunities.

Air Chathams is the commercial flight service provider for the Whakatāne Airport. Air Chathams provides regular daily return services to and from Auckland using their Metroliner SA-227 18 seat aircraft or their Convair C-580 50 seat aircraft depending on demand. They also operate themed scenic flights in their historic DC3 on weekends over the peak summer period.

In addition to Air Chathams' service, Sunair also offer scheduled passenger flights from Whakatāne Airport to Gisborne, Napier and Hamilton using their Piper Chieftain and Aztec Aircraft.

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

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

Land surplus to the Airport's present operational requirements is leased for grazing and two blocks have been planted into Manuka. Areas of the terminal building are leased for activities compatible with the operation of the airport. Leases of Airport land are also available to commercial operators and associated industry.

A recent Supreme Court ruling on a case between the Wellington International Airport Limited v New Zealand Air Line Pilots' Association Industrial Union of Workers Incorporate and Director of Civil Aviation has meant that Whakatane Airport needs to extend its Runway End Safety

Area's from the current 90m to 250m in order to enable planes of 30 seats or more to land at the Whakatane Airport and to maintain our CAA Part 139 Airport Certification. This work needs to be carried out as quickly as possible and is planned for February 2018 and will cost approximately \$250,000. On completion of this work Air Chathams will be able to introduce their SAAB 340 aircraft to the schedule, beginning with peak times and days. This will not only add additional capacity, it will greatly enhance the flying experience for customers.

#### How does this CCO work

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

#### What does this CCO do

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

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

#### Who pays

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

#### Measuring our progress

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

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

## TOI ECONOMIC DEVELOPMENT AGENCY (TOI- EDA)

### About this CCO

Toi-EDA is the Economic Development Agency for the Eastern Bay of Plenty and is based in Whakatāne. The activities undertaken by Toi-EDA contribute to the sustainable growth and development of the local economy. Its vision is to grow the Eastern Bay of Plenty to enhance the wealth and quality of life for its people: Tini o Toi – kia tipu, kia puawai (To create, grow and blossom the myriads of Toi). Toi EDA's purpose is to identify and facilitate economic development opportunities for the Eastern Bay of Plenty.

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

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

### How does this CCO work?

Toi-EDA is a partnership between the three territorial authorities (Kawerau, Ōpōtiki and Whakatāne) and the Bay of Plenty Regional Council, working together with local iwi.

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

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

### What does this CCO do?

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

are covered within its economic development strategy. At the time of writing this LTP, this strategy was being reviewed to align with the priorities of the Bay of Connections Toi Moana Bay of Plenty Regional Growth Strategy

#### Who pays?

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

#### How will performance be measured?

Toi-EDA considers performance in two ways. Firstly, how the local economy is performing (which is not a direct reflection on the performance of Toi-EDA). Secondly, is Toi-EDA delivering the services that it promised to deliver?

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

#### Financial performance measures and targets

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

#### Non-financial performance measures and targets

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

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

## BAY OF PLENTY LOCAL AUTHORITY SHARED SERVICES (BOPLASS)

### About BoPLASS

Bay of Plenty Local Authority Shared Services Limited (BoPLASS) was formed in 2007 to investigate, develop and deliver shared services, joint procurement and communications for the participating councils.

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

### How does this CCO work

The Whakatāne District Council holds a 9.7% share in BoPLASS Limited, alongside eight other councils that constitute the Bay of Plenty and Gisborne regions.

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

### What does this CCO do

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

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

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

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

- Improved levels and quality of service
- A coordinated and consistent approach to the provision of services



- Reductions in the cost of support and administrative services
- Opportunities to develop new initiatives
- Economies of scale resulting from a single entity representing many councils in procurement.

#### Who pays

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

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

#### How will performance be measured

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

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

## LOCAL GOVERNMENT FUNDING AGENCY (LGFA)

### About the LGFA

The Local Government Funding Agency Limited (LGFA) was established in 2011 by 18 local authority councils and the Crown. The Whakatāne District Council joined the LGFA in August 2012 as a principal shareholder. The basic function of the LGFA is to enable councils to borrow funds at lower interest margins than would otherwise be available.

### How does this CCO work

The LGFA is a partnership between the participating local authorities and the New Zealand Government. The Whakatāne District Council will be 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 LGFA is governed by a Board of Directors. The Board is responsible for the strategic direction and control of LGFA's activities. The Board guides and monitors the business and affairs of LGFA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Local Government Borrowing Act 2011, the Company's Constitution, the Shareholders' Agreement for LGFA and their Statement of Intent. The Board will comprise between four and seven directors with a majority of independent directors and will meet no less than 6 times each year. Operationally, the LGFA is run by a small team based in Wellington.

### What does this CCO do

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

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

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

### Who pays

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

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

#### How will performance be measured

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

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

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

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

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