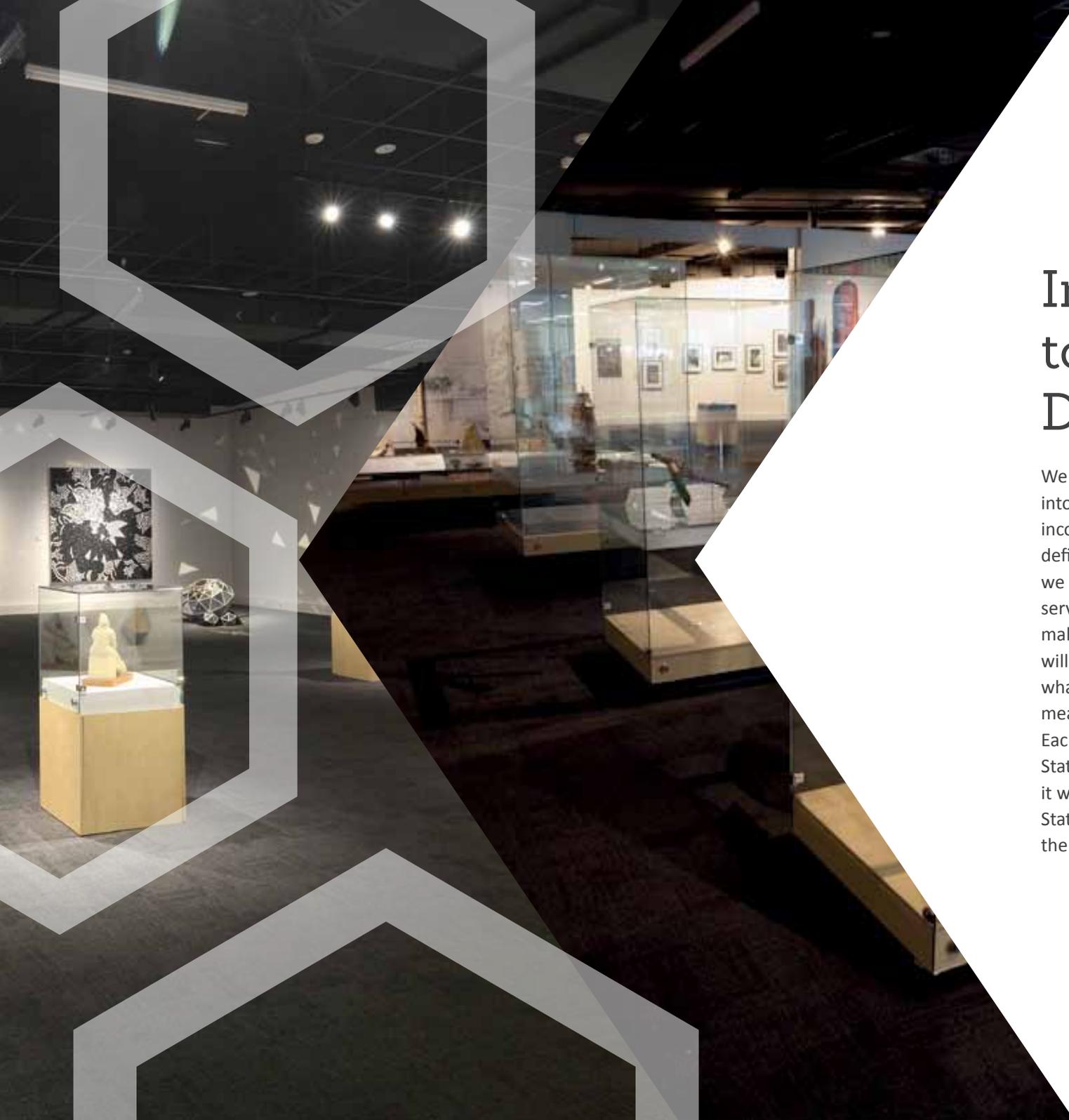




OUR WORK
IN DETAIL



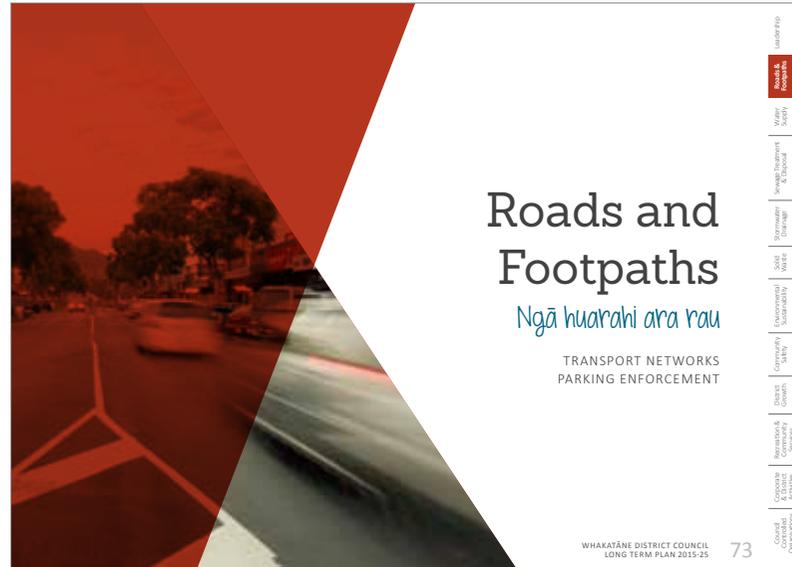
Introduction to Our Work in Detail

We have 37 internal and external activities, organised into 11 separate groups of activities. These groups incorporate the core services that we deliver, as defined by the Local Government Act 2002, and we give particular consideration to how these core services contribute to the community in our decision making process. Within each group of activities you will find a breakdown of each activity, including what the activity delivers, why we do it, how we will measure performance and what the activity will cost. Each group of activities includes a Funding Impact Statement outlining the cost of that group and how it will be funded. A Whole of Council Funding Impact Statement is also provided to show the impact of all the groups of activities combined.

» Guide to the layout and content of 'Our Work in Detail'

WHAT THESE ACTIVITIES WILL COST AND HOW WE ARE GOING TO PAY FOR THEM

These funding impact statements set out the budgeted costs for each group of activity, over the course of the LTP, and describes how they are funded. Explanations of the categories used in the statements can be found later in this introduction.



GROUP OF ACTIVITIES

The top of each activity page indicates which group of activities the activity belongs to.

What these activities will cost and how we are going to pay for them Funding Impact Statement for 2015-2025 - Roads and Footpaths

AP 2014/15 \$000	LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING										
(15) General rates, uniform annual general charges, rates penalties	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(15)	(16)	(16)
7,890 Targeted rates	7,510	7,712	7,871	8,026	8,229	8,492	8,231	8,546	8,911	9,206
2,406 Subsidies and grants for operating purposes	3,052	3,064	3,132	3,016	3,079	3,127	3,180	3,239	3,302	3,312
90 Fees and charges	91	92	94	96	99	101	104	107	111	114
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
818 Local authorities fuel tax, fees, levies/management fees, and other receipts	844	863	864	887	898	921	969	998	1,029	1,063
11,189 Total operating funding (A)	11,443	11,737	11,948	12,030	12,290	12,625	12,470	12,875	13,337	13,739
APPLICATIONS OF OPERATING FUNDING										
5,677 Payments to staff and suppliers	6,311	6,412	6,553	6,572	6,736	6,918	7,112	7,325	7,552	7,801
506 Finance costs	639	664	652	650	647	650	656	664	725	771
1,729 Internal charges and overheads applied	1,486	1,513	1,577	1,580	1,622	1,703	1,703	1,757	1,854	1,858
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
8,012 Total applications of operating funding (B)	8,436	8,579	8,782	8,802	9,005	9,271	9,471	9,776	10,131	10,440
3,177 Surplus (deficit) of operating funding (A-B)	3,007	3,158	3,166	3,228	3,285	3,354	2,999	3,099	3,206	3,299
SOURCES OF CAPITAL FUNDING										
3,190 Subsidies and grants for capital expenditure	5,917	6,080	5,715	4,340	3,707	4,012	4,122	5,638	4,277	5,103
(68) Developments and financial contributions	-	-	-	-	-	-	-	-	-	-
(168) Increase (decrease) in debt	359	191	(141)	229	(91)	146	437	1,029	493	1,165
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
3,094 Total sources of capital funding (C)	6,276	6,271	5,574	4,569	3,616	4,158	4,559	6,667	4,769	6,268
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure	-	-	-	-	-	-	-	-	-	-
274 - to meet additional demand	-	-	-	22	28	45	83	240	112	141
1,824 - to improve level of service	3,460	2,577	1,801	2,481	1,781	2,198	1,871	2,509	1,981	3,317
4,417 - to replace existing assets	6,124	7,309	7,426	5,229	5,065	5,198	5,665	6,987	5,887	6,082
(244) Increase (decrease) in reserves	(101)	(457)	(486)	87	24	70	(2)	30	(60)	27
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
6,271 Total applications of capital funding (D)	9,283	9,429	8,741	7,799	6,898	7,511	7,557	9,766	7,975	9,567
(3,177) Surplus (deficit) of capital funding (C-D)	(3,007)	(3,158)	(3,166)	(3,228)	(3,285)	(3,354)	(2,999)	(3,099)	(3,206)	(3,299)
- Funding Balance (A-B) + (C-D)	-	-	-	-	-	-	-	-	-	-



COMMUNITY OUTCOMES

The council conducts its activities to achieve high level goals, known as 'Community Outcomes'. The outcomes that each activity helps to promote are identified under each activity. More information about our Community Outcomes can be found in the 'Strategic Direction' chapter.

Transport Networks

What this activity delivers

Through this activity we provide transport networks (such as roads, footpaths, parking facilities and bridges), public transport infrastructure (such as bus shelters) and traffic control mechanisms (such as signage, lighting and road markings).

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 2015-45 in the Strategic Direction chapter of this LTP.

Why we do it

We do this activity to ensure a safe, efficient and affordable road network. The District's road network helps with the movement of people, goods and services. This means we have access to facilities, services and recreational activities we would not otherwise have. We work with other regions to ensure we are efficiently connected both socially and economically. We are also working with key stakeholders, including local Councils and 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.

WHAKATĀNE DISTRICT COUNCIL
LONG TERM PLAN 2015-25 75

WHAT THIS ACTIVITY DELIVERS

This section helps to give you an idea of exactly what each activity delivers. It tells you what you should receive as a service from us and how it is provided.

WHY WE DO IT

This section sets out the rationale behind providing the activity. Generally our activities contribute to the good of the community and we undertake them because the community want us to. A number of activities are also required by legislation.

MEASURING PERFORMANCE

This table outlines the level of service we aim to provide the community including how we will monitor and measure our performance. Some performance measures are based on perception surveys, which are undertaken annually to gauge how the community thinks we are doing. These include the Communitrak Survey (general telephone interview survey) and the Development and Compliance survey (user targeted postal survey). Information about these two surveys is available on our website www.whakatane.govt.nz.

SIGNIFICANT NEGATIVE EFFECTS

Sometimes our activities may cause significant negative effects. A number of significant negative effects resulting from the activities we undertake have been identified, alongside how we intend to mitigate these. We will continue to monitor the risk of any significant negative effects.

WHAT WE ARE GOING TO DO

This table sets out the key capital projects we are undertaking, how much they will cost, what years they are planned for and how much they will cost. Note that this is only the key capital projects and a full list can be found in the 'Our Costs in Detail' chapter. Figures are not inflation adjusted.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
The maintenance of the road network may cause a number of nuisances including dust and noise.	Comply with resource consent conditions during maintenance activities and track and record compliance.
The provision of a road network may encourage increased traffic volumes and increase the level of emissions.	The provision of a suitable road 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 projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Cycle Facilities - Gorge Road	2015/16	1,161,036	Subsidy 58.44% Loan 21.9% Development Contributions 16.8% Restricted Reserve 2.86%
Light Upgrades - LED	2016-18	2,000,000	Renewal 47% Subsidy 53%
Resilience Improvements - Financially Assisted (Hilcrest Slumps)	2013/16	510,450	Loan 47% Subsidy 53%
Road Improvements - Financially Assisted Renewals (Landing Road)	2018/19	692,375	Loan 47% Subsidy 53%
Resilience Improvements - Financially Assisted Renewals (Reid Road Route Security)	2022/23	512,500	Loan 47% Subsidy 53%
Resilience Improvements - Financially Assisted Renewals (Rewatu Road Route Security)	2024/25	1,025,000	Loan 47% Subsidy 53%
Road Improvements - Financially Assisted Renewals (Waihi Road/Burma Road)	2020/21	666,750	Loan 47% Subsidy 53%
Road Improvements - Financially Assisted (Emanaka Road Route Security)	2016/17	768,750	Loan 47% Subsidy 53%
Mimiha Stream, Rautahuna Road Bridge Renewals (Special Purpose Road)	2022/23	987,075	Subsidy 100%
Sealed Road Resurfacing	2015-25	19,270,000	Renewal 47% Subsidy 53%
Unsealed Road Metalling	2015-25	4,612,500	Renewal 47% Subsidy 53%

Measuring performance

GOAL	PERFORMANCE MEASURE	CURRENT PERFORMANCE	TARGETS			
			YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Satisfaction with roads in your District, including state highways.	Average quality of ride on a sealed local road network - Smooth Travel Exposure*	93%	89-93%	89-93%	89-93%	89-93%
	Percentage of sealed local road network that is resurfaced	New measure	6.8% annually	6.8% annually	6.8% annually	6.8% annually
Provides safe and reliable local transport networks to enable efficient and affordable transportation of people and goods.	Percentage of footpaths within the Whakatane district that fall within the level of service or service standard for the condition of footpaths that is set out in the Activity Management Plans	New measure	100% of qualifying footpath faults will be scheduled for repair	100% of qualifying footpath faults will be scheduled for repair	100% of qualifying footpath faults will be scheduled for repair	100% of qualifying footpath faults will be scheduled for repair
	Percentage of customer service requests relating to roads and footpaths responded to within timeframes specified in LTP	New measure	100% of emergency requests within 2hrs 100% of urgent requests within 1 day 100% of non-urgent requests within 7 days	100% of emergency requests within 2hrs 100% of urgent requests within 1 day 100% of non-urgent requests within 7 days	100% of emergency requests within 2hrs 100% of urgent requests within 1 day 100% of non-urgent requests within 7 days	100% of emergency requests within 2hrs 100% of urgent requests within 1 day 100% of non-urgent requests within 7 days

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

Whole of Council Funding Impact Statement

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
16,219	General rates, uniform annual general charges, rates penalties	17,440	18,123	18,407	18,897	19,629	20,108	20,379	20,792	21,321	21,840
23,075	Targeted rates	23,158	24,027	25,231	25,769	26,561	27,698	28,066	28,665	29,765	30,937
3,203	Subsidies and grants for operating purposes	3,521	3,479	3,558	3,474	3,530	3,591	3,657	3,731	3,811	3,899
7,825	Fees and charges	6,986	7,267	7,484	7,774	8,052	8,412	8,939	9,254	9,588	9,956
15	Interest and dividends from investments	40	40	40	40	40	40	40	40	40	40
2,226	Local authorities fuel tax, fines, infringement fees, and other receipts	2,226	2,341	2,328	2,393	2,513	2,521	2,620	2,783	2,801	2,903
52,563	Total operating funding (A)	53,370	55,278	57,048	58,347	60,325	62,370	63,701	65,265	67,326	69,574
APPLICATIONS OF OPERATING FUNDING											
38,122	Payments to staff and suppliers	39,380	40,985	40,766	41,590	43,057	44,486	45,638	47,260	48,734	50,270
2,470	Finance costs	2,645	3,182	3,413	3,492	3,510	3,472	3,275	3,110	3,032	3,038
950	Other operating funding applications	870	887	904	923	944	965	988	1,013	1,039	1,067
41,542	Total applications of operating funding (B)	42,895	45,054	45,083	46,005	47,511	48,923	49,901	51,383	52,805	54,375
11,021	Surplus (deficit) of operating funding (A-B)	10,475	10,224	11,965	12,342	12,814	13,447	13,800	13,882	14,521	15,199
SOURCES OF CAPITAL FUNDING											
7,957	Subsidies and grants for capital expenditure	10,997	9,155	7,282	8,770	7,033	4,012	4,217	5,638	4,277	5,103
465	Development and financial contributions	87	97	100	583	106	110	114	119	123	128
6,300	Increase (decrease) in debt	9,951	4,000	4,917	1,929	2,997	(2,030)	(2,526)	(1,903)	2,725	4
500	Gross proceeds from sale of assets	625	625	625	625	1,000	1,000	1,000	1,000	1,000	1,000
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
15,222	Total sources of capital funding (C)	21,660	13,877	12,924	11,907	11,136	3,092	2,805	4,854	8,125	6,235
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
804	- to meet additional demand	2,114	4,019	284	56	68	107	119	275	147	1,339
15,830	- to improve level of service	18,469	5,081	8,091	10,452	10,817	5,298	5,068	4,420	8,249	4,121
8,765	- to replace existing assets	10,446	16,186	17,491	14,022	13,212	10,565	10,406	12,833	12,954	14,951
844	Increase (decrease) in reserves	1,106	(1,186)	(978)	(281)	(147)	570	1,012	1,208	1,296	1,024
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
26,243	Total applications of capital funding (D)	32,135	24,100	24,888	24,249	23,950	16,540	16,605	18,736	22,646	21,435
(11,021)	Surplus (deficit) of capital funding (C-D)	(10,475)	(10,224)	(11,965)	(12,342)	(12,814)	(13,447)	(13,800)	(13,882)	(14,521)	(15,199)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Explanation of categories in the Funding Impact Statements

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



Leadership

Te poumanukura

GOVERNANCE
COMMUNITY SUPPORT
STRATEGY AND POLICY

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

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

Funding Impact Statement for 2015-2025 - Leadership

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
2,412	General rates, uniform annual general charges, rates penalties	2,521	2,704	2,755	2,723	2,932	2,922	2,990	3,151	3,182	3,246
284	Targeted rates	318	336	335	343	365	365	375	400	402	415
20	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
2	Local authorities fuel tax, fines, infringement fees, and other receipts	2	64	2	2	69	2	2	77	4	4
2,718	Total operating funding (A)	2,841	3,104	3,092	3,068	3,366	3,289	3,367	3,628	3,588	3,665
APPLICATIONS OF OPERATING FUNDING											
1,703	Payments to staff and suppliers	1,867	2,101	2,059	2,005	2,265	2,155	2,203	2,427	2,342	2,381
6	Finance costs	6	5	5	5	4	4	4	3	3	3
957	Internal charges and overheads applied	966	996	1,023	1,053	1,089	1,123	1,150	1,186	1,232	1,271
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,666	Total applications of operating funding (B)	2,839	3,102	3,087	3,063	3,358	3,282	3,357	3,616	3,577	3,655
52	Surplus (deficit) of operating funding (A-B)	2	2	5	5	8	7	10	12	11	10
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(6)	Increase (decrease) in debt	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(6)	Total sources of capital funding (C)	(6)									
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve level of service	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
46	Increase (decrease) in reserves	(4)	(4)	(1)	(1)	2	1	4	6	5	4
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
46	Total applications of capital funding (D)	(4)	(4)	(1)	(1)	2	1	4	6	5	4
(52)	Surplus (deficit) of capital funding (C-D)	(2)	(2)	(5)	(5)	(8)	(7)	(10)	(12)	(11)	(10)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Governance

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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The Council makes decisions in an open, inclusive and transparent manner that supports the sustainable development and needs of the community.	Satisfaction with the performance of the Mayor and Councillors.	81%	79-83%	79-83%	79-83%	79-83%

Community Outcomes



Community Support

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 the Whakatāne Community Board; recognise young achievers at the Young Achievers Awards, and back community organisations in the way of 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, with the recognition of voluntary groups in the community, and with Creative New Zealand and Sport NZ to provide funding to local groups under specific criteria.

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. We also have a relationship with the Southern Downs Region, in Queensland, Australia and advances have been made by several Chinese cities to form a sister city agreement. A 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.

Community
Outcomes



Strategy and Policy

Community Outcomes



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.



Roads and Footpaths

Ngā huarahi ara rau

TRANSPORT NETWORKS
PARKING ENFORCEMENT

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

Funding Impact Statement for 2015-2025 - Roads and Footpaths

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
(15)	General rates, uniform annual general charges, rates penalties	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(15)	(16)	(16)
7,890	Targeted rates	7,510	7,732	7,873	8,026	8,229	8,492	8,233	8,546	8,911	9,206
2,406	Subsidies and grants for operating purposes	3,012	3,064	3,132	3,036	3,079	3,127	3,180	3,239	3,302	3,372
90	Fees and charges	91	92	94	96	99	101	104	107	111	114
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
818	Local authorities fuel tax, fines, infringement fees, and other receipts	844	863	864	887	898	921	969	998	1,029	1,063
11,189	Total operating funding (A)	11,443	11,737	11,948	12,030	12,290	12,625	12,470	12,875	13,337	13,739
APPLICATIONS OF OPERATING FUNDING											
5,677	Payments to staff and suppliers	6,311	6,412	6,553	6,572	6,736	6,918	7,112	7,325	7,552	7,801
606	Finance costs	639	654	652	650	647	650	656	694	725	771
1,729	Internal charges and overheads applied	1,486	1,513	1,577	1,580	1,622	1,703	1,703	1,757	1,854	1,868
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
8,012	Total applications of operating funding (B)	8,436	8,579	8,782	8,802	9,005	9,271	9,471	9,776	10,131	10,440
3,177	Surplus (deficit) of operating funding (A-B)	3,007	3,158	3,166	3,228	3,285	3,354	2,999	3,099	3,206	3,299
SOURCES OF CAPITAL FUNDING											
3,190	Subsidies and grants for capital expenditure	5,917	6,080	5,715	4,340	3,707	4,012	4,122	5,638	4,277	5,103
68	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(164)	Increase (decrease) in debt	359	191	(141)	229	(91)	146	437	1,029	492	1,165
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
3,094	Total sources of capital funding (C)	6,276	6,271	5,574	4,569	3,616	4,158	4,559	6,667	4,769	6,268
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
274	- to meet additional demand	-	-	-	22	28	45	83	240	117	141
1,824	- to improve level of service	3,460	2,577	1,801	2,481	1,781	2,198	1,871	2,509	1,981	3,317
4,417	- to replace existing assets	6,124	7,309	7,426	5,229	5,065	5,198	5,605	6,987	5,887	6,082
(244)	Increase (decrease) in reserves	(301)	(457)	(486)	67	24	70	(2)	30	(10)	27
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
6,271	Total applications of capital funding (D)	9,283	9,429	8,741	7,799	6,898	7,511	7,557	9,766	7,975	9,567
(3,177)	Surplus (deficit) of capital funding (C-D)	(3,007)	(3,158)	(3,166)	(3,228)	(3,285)	(3,354)	(2,999)	(3,099)	(3,206)	(3,299)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Transport Networks

Community Outcomes



What this activity delivers

Through this activity we provide transport networks (such as roads, footpaths, parking facilities and bridges), public transport infrastructure (such as bus shelters) and traffic control mechanisms (such as signage, lighting and road markings).

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 2015-45 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 means we have access to facilities, services and recreational activities we would not otherwise have. We work with other regions to ensure we are efficiently connected both socially and economically. We are also working with key stakeholders, including local Councils and 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 might have

Sometimes the activities 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 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 and smells.	Comply with resource consent conditions during maintenance activities and track and record complaints.
The provision of a roading network may encourage increased traffic volumes and increase the level of emissions.	The provision of a suitable 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 projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Cycle Facilities - Gorge Road	2015/16	1,161,036	Subsidy 58.44% Loan 21.9% Development Contributions 16.8% Restricted Reserve 2.86%
Light Upgrades - LED	2016-18	2,000,000	Renewal 47% Subsidy 53%
Resilience Improvements - Financially Assisted (Hillcrest Slumps)	2015/16	510,450	Loan 47% Subsidy 53%
Road Improvements - Financially Assisted Renewals (Landing Road)	2018/19	691,875	Loan 47% Subsidy 53%
Resilience Improvements - Financially Assisted Renewals (Reid Road Route Security)	2022/23	512,500	Loan 47% Subsidy 53%
Resilience Improvements - Financially Assisted Renewals (Rewatu Road Route Security)	2024/25	1,025,000	Loan 47% Subsidy 53%
Road Improvements - Financially Assisted Renewals (Wainui Road/Burma Road)	2020/21	666,250	Loan 47% Subsidy 53%
Road Improvements - Financially Assisted (Tāneatua Road Route Security)	2016/17	768,750	Loan 47% Subsidy 53%
Mimiha Stream, Ruatāhuna Road Bridge Renewals (Special Purpose Road)	2022/23	987,075	Subsidy 100%
Sealed Road Resurfacing	2015-25	19,270,000	Renewal 47% Subsidy 53%
Unsealed Road Metalling	2015-25	4,612,500	Renewal 47% Subsidy 53%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Provide safe and reliable local transport networks to enable efficient and affordable transportation of people and goods	Satisfaction with roads in your District, excluding state highways	91%	89-93%	89-93%	89-93%	89-93%
	Average quality of ride on a sealed local road network – Smooth Travel Exposure ¹	93%	89-93%	89-93%	89-93%	89-93%
	Percentage of sealed local road network that is resurfaced	New measure	6-8% annually	6-8% annually	6-8% annually	6-8% annually
	Percentage of footpaths within the Whakatāne district that fall within the level of service or service standard for the condition of footpaths that is set out in the Activity Management Plans	New measure	100% of qualifying footpath faults will be scheduled for repair	100% of qualifying footpath faults will be scheduled for repair	100% of qualifying footpath faults will be scheduled for repair	100% of qualifying footpath faults will be scheduled for repair
	Percentage of customer service requests relating to roads and footpaths responded to within timeframes specified in LTP	New measure	100% of emergency requests within 2hrs			
			100% of urgent requests within 1 day			
		100% of non-urgent requests within 7 days	100% of non-urgent requests within 7 days	100% of non-urgent requests within 7 days	100% of non-urgent requests within 7 days	

¹Smooth Travel Exposure indicates the ride quality experienced by motorists and shows the percentage of vehicle kilometres travelled on smooth, sealed roads.

Parking Enforcement

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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Parking enforcement maximises the availability of parking and ensures that vehicles are safe.	Regular patrols are carried out in Whakatāne CBD.	New measure	2 per working day			



Community Outcomes



Water Supply

Ngā puna wai

WATER SUPPLY

Leadership

Roads & Footpaths

Water Supply

Sewage Treatment & Disposal

Stormwater Drainage

Solid Waste

Environmental Sustainability

Community Safety

District Growth

Recreation & Community Services

Corporate & District Activities

Council Controlled Organisations

What these activities will cost and how we are going to pay for them Funding Impact Statement for 2015-2025 - Water Supply

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
-	General rates, uniform annual general charges, rates penalties	1	4	4	4	4	4	4	5	5	5
5,291	Targeted rates	5,005	5,289	5,334	5,421	5,553	5,815	5,967	6,199	6,368	6,666
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
301	Fees and charges	259	269	277	286	295	306	317	329	342	356
127	Internal charges and overheads recovered	155	161	166	171	177	183	190	173	180	188
21	Local authorities fuel tax, fines, infringement fees, and other receipts	23	24	24	25	26	27	28	29	30	31
5,740	Total operating funding (A)	5,443	5,747	5,805	5,907	6,055	6,335	6,506	6,735	6,925	7,246
APPLICATIONS OF OPERATING FUNDING											
1,661	Payments to staff and suppliers	1,714	1,838	1,846	1,952	2,011	2,071	2,120	2,236	2,249	2,374
425	Finance costs	454	456	429	443	514	563	554	542	541	567
2,052	Internal charges and overheads applied	1,940	2,052	2,114	2,173	2,249	2,340	2,411	2,480	2,594	2,690
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
4,138	Total applications of operating funding (B)	4,108	4,346	4,389	4,568	4,774	4,974	5,085	5,258	5,384	5,631
1,602	Surplus (deficit) of operating funding (A-B)	1,335	1,401	1,416	1,339	1,281	1,361	1,421	1,477	1,541	1,615
SOURCES OF CAPITAL FUNDING											
2,000	Subsidies and grants for capital expenditure	1,832	-	-	-	-	-	-	-	-	-
25	Development and financial contributions	17	18	18	223	19	20	21	22	22	23
334	Increase (decrease) in debt	448	(465)	(434)	1,151	1,803	(110)	(364)	(316)	591	468
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,359	Total sources of capital funding (C)	2,297	(447)	(416)	1,374	1,822	(90)	(343)	(294)	613	491
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
41	- to meet additional demand	50	519	267	-	-	-	-	-	-	894
3,000	- to improve level of service	2,966	-	64	1,655	2,222	236	-	63	990	-
523	- to replace existing assets	1,026	998	995	574	1,288	941	376	929	961	981
397	Increase (decrease) in reserves	(410)	(563)	(327)	484	(407)	95	702	190	202	232
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
3,961	Total applications of capital funding (D)	3,632	954	999	2,713	3,103	1,272	1,078	1,182	2,153	2,107
(1,602)	Surplus (deficit) of capital funding (C-D)	(1,335)	(1,401)	(1,416)	(1,339)	(1,281)	(1,361)	(1,421)	(1,477)	(1,541)	(1,615)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Water Supply

What this activity delivers

We provide water to over 12,300 households and businesses throughout the District. This 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 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 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 Edgecumbe 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.

Community Outcomes



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. Investigations on improving the security of supply are underway for the Whakatāne area and a 50 year strategy for the Plains area is being developed and will be considered through the development of the Council's 2018-28 LTP.

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
Edgecumbe water supply –Supply Main from Paul Road bore	2015/16	1,661,000	Subsidy 100%
Whakatāne Water Treatment Plant - Sludge Treatment	2022-24	800,000	Loan 100%
Whakatāne Water Storage – Reservoir Replacement	2017-20	3,060,000	Loan 93.1% Development Contribution 6.9%
Coastlands Residential Development - Main Link	2016-18	500,000	Development Contribution 98% Loan 2%
Mill Road Development	2015/16	150,000	Development Contribution 30% Loan 70%
Shaw/Huna Road Residential Development - Extension of Water Main	2015-17	300,000	Development Contribution 98% Loan 2%
Edgecumbe water supply reticulation upgrades (Fire Flow)	2019/20	450,000	Loan 100%
Ōhope water supply – Upgrade pipes Harbour Road	2024/25	650,000	Loan 100%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE 13/14	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Provide safe and clean water to all properties within the District's water boundaries.	Safe drinking water - a) percentage of the time drinking water supply complies with Part 4 of the Drinking Water Standards for all of the specified supplies(bacteria compliance criteria)	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Plains / Te Mahoe	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Plains / Te Mahoe	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Plains / Te Mahoe	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Plains / Te Mahoe	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Plains / Te Mahoe
	Safe drinking water - b) percentage of the time drinking water supply complies with Part 5 of the Drinking Water Standards for all of the specified supplies (protozoal compliance criteria)	90% for Whakatāne / Ōhope / Tāneatua / Waimana / Matatā	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Edgecumbe	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Edgecumbe	90% for Whakatāne / Ōhope / Tāneatua / Rūātoki / Waimana / Matatā / Edgecumbe
	Customer Satisfaction - Total number of complaints, per 1,000 connections, received by the Council about –					
	a) drinking water clarity	New measure	30	30	30	25
	b) drinking water taste		30	30	30	25
	c) drinking water odour		30	30	30	25
Satisfaction with the water supply	79%	77-81%	77-81%	77-81%	78-82%	
Provide incentives and opportunities for the community to reduce unnecessary consumption of water	Average consumption of drinking water per day per resident in the District	New measure	280 litres per day for metered areas			
			450 litres per day for unmetered areas			
Provide a continuous, appropriate and safe water system throughout the District's urban, residential and commercial areas	Maintenance of reticulation - Percentage of real water loss from our networked reticulation system	New measure	Metered schemes 20%	Metered schemes 20%	Metered schemes 20%	Metered schemes 20%
			Unmetered schemes 50%	Unmetered schemes 50%	Unmetered schemes 50%	Unmetered schemes 50%
	Fault response times	New measure	80% < 1 hour			
	a) Median response time to attend urgent call-outs		80% < 10 hours			
	b) Median response time to resolve urgent call-outs		80% < 4 days			
	c) Median response time to attend non-urgent call-outs		80% < 5 days			
	d) Median response time to resolve non-urgent call-outs					
	Customer Satisfaction - Total number of complaints received, per 1,000 connections, by the Council about - a) drinking water pressure or flow	New measure	50	50	50	45
	b) continuity of supply		50	50	50	45
c) the local authority's response to any of these issues	2		2	2	2	
Percentage of water supply systems (excluding Plains, Rūātoki and Edgecumbe) with adequate flow and pressure for firefighting purposes for urban residential properties, as defined by the firefighting standards	90%	90%	90%	90%	90%	



Sewage Treatment and Disposal

Te tukuhanga o ngā parapara

SEWAGE TREATMENT AND DISPOSAL

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

Funding Impact Statement for 2015-2025 - Sewage Treatment & Disposal

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
19	General rates, uniform annual general charges, rates penalties	23	42	44	45	46	48	50	52	54	56
2,363	Targeted rates	2,687	2,847	3,792	3,957	4,080	4,327	4,558	4,382	4,706	5,031
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
125	Fees and charges	147	152	157	162	167	173	180	186	194	202
88	Internal charges and overheads recovered	63	66	67	70	72	74	77	80	83	87
137	Local authorities fuel tax, fines, infringement fees, and other receipts	175	182	187	193	200	207	214	223	231	241
2,732	Total operating funding (A)	3,095	3,289	4,247	4,427	4,565	4,829	5,079	4,923	5,268	5,617
APPLICATIONS OF OPERATING FUNDING											
882	Payments to staff and suppliers	871	1,148	1,229	1,272	1,319	1,446	1,503	1,546	1,625	1,697
422	Finance costs	479	574	610	637	629	635	687	767	888	993
866	Internal charges and overheads applied	843	888	917	939	972	1,013	1,041	1,082	1,133	1,173
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,170	Total applications of operating funding (B)	2,193	2,610	2,756	2,848	2,920	3,094	3,231	3,395	3,646	3,863
562	Surplus (deficit) of operating funding (A-B)	902	679	1,491	1,579	1,645	1,735	1,848	1,528	1,622	1,754
SOURCES OF CAPITAL FUNDING											
2,700	Subsidies and grants for capital expenditure	2,509	208	1,497	-	-	-	-	-	-	-
168	Development and financial contributions	44	53	55	332	58	60	62	65	67	70
2,833	Increase (decrease) in debt	2,725	(37)	1,075	(63)	(2)	44	1,914	1,345	4,189	(30)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
5,701	Total sources of capital funding (C)	5,278	224	2,627	269	56	104	1,976	1,410	4,256	40
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	1,285	825	-	-	-	-	-	-	-	-
5,608	- to improve level of service	4,613	582	4,078	341	411	370	2,635	1,474	3,967	350
436	- to replace existing assets	650	2,903	669	1,361	237	801	1,684	2,595	2,909	5,295
219	Increase (decrease) in reserves	(368)	(3,409)	(630)	146	1,053	668	(496)	(1,131)	(999)	(3,852)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
6,263	Total applications of capital funding (D)	6,180	901	4,117	1,848	1,701	1,839	3,823	2,938	5,877	1,793
(562)	Surplus (deficit) of capital funding (C-D)	(902)	(679)	(1,491)	(1,579)	(1,645)	(1,735)	(1,848)	(1,528)	(1,622)	(1,754)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Sewage Treatment and Disposal

Community Outcomes



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 12 years, all of the current 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. 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 is also anticipated to require new infrastructure to support it, including Shaw/Huna Road and Mill Road, where works are planned to facilitate development.

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

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. 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.	Compliance with resource consent and Council's Engineering Code of Practice and Guidelines. Maintaining our maintenance programme and environmental controls. Providing emergency storage tanks at pump stations for sewage overflow.
Discharge of sewage through the ocean outfalls at Whakatāne and Ōhope may cause environmental and health issues.	Compliance with resource consent. Alternative options will be considered prior to Resource Consent expiration in 2026.

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
Mill Road Development	2015/16	1,235,000	Development Contribution 30% Loan 70%
Shaw/Huna Road Development	2015-17	845,000	Development Contribution 98% Loan 2%
Emergency Storage McAlister Pump Station	2023/24	1,500,000	Loan 93.2% Development Contribution 6.8%
Upgrade Whakatāne Treatment Plant	2015-25	4,160,000	Development Contribution 70% Loan 30%
Upgrade Ōhope Treatment Plant & Pump Replacements	2015-20	1,140,000	Loan 62.54% Renewal 30.36% Development Contribution 7.1%
Upgrade and Additional Storage Edgecumbe Treatment Plant	2015-18	4,050,000	Loan 30% Renewal 30% Subsidy 40%
Matatā Wastewater Project -Treatment Plant & Reticulation	2015/16	4,454,700	Loan 44.13% Subsidy 55.87%
Murupara Treatment Plant Upgrade	2019-23	3,350,000	Loan 70% Renewal 30%
Tāneatua Treatment Plant Upgrade	2019-23	2,600,000	Loan 30% Renewal 70%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
To provide high quality, efficient and reliable sewerage systems that are affordable and meet the reasonable needs of the urban and commercial communities	Satisfaction with the sewerage system	92%	90-95%	90-95%	90-95%	90-95%
	Number of complaints received per 1000 connections about	New measure	25	25	25	20
	a) sewage odour		20	20	20	15
	b) sewerage system faults		25	25	25	20
	c) sewerage system blockages		2	2	2	2
	d) the Council's response to issues with our sewerage system	New measure	90% < 3 hours			
	Median response time to attend to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system	New measure	90% < 10 hours			
	Median response time to resolve a sewerage overflow resulting from a blockage or other fault in the Council's sewerage system	New measure	90% < 10 hours			
Reduce the environmental impact of sewage through an efficient and uninterrupted sewerage system	Number of dry weather sewerage overflows from the Council's sewerage system	New measure	25	25	25	20
	Number of:	New measure				
	a) abatement notices		0	0	0	0
	b) infringement notices		0	0	0	0
	c) enforcement orders		0	0	0	0
	d) convictions received by the Council in relation to the resource consents for discharge from our sewerage systems.		0	0	0	0





Stormwater Drainage

Te wai āwhiowhio me ōna rītenga

STORMWATER DRAINAGE

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

Funding Impact Statement for 2015-2025 - Stormwater Drainage

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
342	General rates, uniform annual general charges, rates penalties	341	395	449	435	448	464	483	501	519	539
2,641	Targeted rates	2,848	2,948	2,896	2,924	3,092	3,326	3,426	3,467	3,541	3,599
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
1,086	Internal charges and overheads recovered	1,096	1,189	1,218	1,257	1,298	1,344	1,393	1,450	1,508	1,572
193	Local authorities fuel tax, fines, infringement fees, and other receipts	193	200	206	213	220	228	236	245	255	266
4,262	Total operating funding (A)	4,478	4,732	4,769	4,829	5,058	5,362	5,538	5,663	5,823	5,976
APPLICATIONS OF OPERATING FUNDING											
1,761	Payments to staff and suppliers	1,788	1,899	1,957	2,011	2,094	2,196	2,285	2,372	2,498	2,593
913	Finance costs	1,130	1,192	1,161	1,175	1,251	1,336	1,337	1,294	1,243	1,215
516	Internal charges and overheads applied	612	643	665	679	703	732	753	782	819	848
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
3,190	Total applications of operating funding (B)	3,530	3,734	3,783	3,865	4,048	4,264	4,375	4,448	4,560	4,656
1,072	Surplus (deficit) of operating funding (A-B)	948	998	986	964	1,010	1,098	1,163	1,215	1,263	1,320
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
114	Development and financial contributions	26	26	27	28	29	30	31	32	34	35
2,645	Increase (decrease) in debt	3,522	(628)	(261)	991	2,301	595	(823)	(842)	(599)	(834)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,759	Total sources of capital funding (C)	3,548	(602)	(234)	1,019	2,330	625	(792)	(810)	(565)	(799)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
4,447	- to improve level of service	4,890	1,007	984	1,787	3,214	2,088	24	89	1,017	131
396	- to replace existing assets	251	53	80	7	1	29	50	1	33	8
(1,012)	Increase (decrease) in reserves	(646)	(662)	(311)	189	126	(396)	296	314	(352)	382
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
3,831	Total applications of capital funding (D)	4,495	398	753	1,983	3,341	1,721	370	404	698	521
(1,072)	Surplus (deficit) of capital funding (C-D)	(948)	(998)	(986)	(964)	(1,010)	(1,098)	(1,163)	(1,215)	(1,263)	(1,320)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Stormwater Drainage



Community Outcomes

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.	<p>Compliance with Council's Engineering Code of Practice.</p> <p>Council utilises overland flow paths to increase the level of protection to houses and commercial buildings.</p> <p>Works are proposed to improve our level of protection in large rainfall events.</p>

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
Apanui (including Pyne Street) Stormwater upgrade	2015/16	1,800,000	Loan 65% Renewal 30% Development Contributions 5%
Wainui Te Whara - Flood Mitigation	2015/16	2,420,000	Loan 100%
Ōhope Stormwater Upgrade - Maraetōtara Stream	2015/16	200,000	Loan 100%
Ōhope Stormwater Upgrade - Millers Stream	2015/16	150,000	Loan 100%
Ōhope Stormwater Upgrade - Pohutukawa/Harbour Road	2015-18	700,000	Loan 50% Renewal 50%
Shaw/Huna Road Development	2015-17	900,000	Loan 2% Development Contribution 98%
Hinemoa Pump Station and Pipes Upgrade	2017-21	3,600,000	Loan 93.2% Development Contribution 6.8%
Henderson Street Stormwater Improvements	2018-20	800,000	Loan 100%
St Joseph Pump Station and Drainage Upgrades	2018-21	1,050,000	Loan 93.2% Development Contribution 6.8%
Whakatāne Stormwater Pipe Upgrades	2016-2024	2,400,000	Loan 30% Renewal 70%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Provide safe and reliable urban stormwater systems throughout Whakatāne District's urban areas to protect properties and transport links from flooding	Number of flooding events in the District, and for each event, number of habitable floors affected	New measure	4 events. 10 / 1000 habitable floors per event	4 events. 10 / 1000 habitable floors per event	4 events. 10 / 1000 habitable floors per event	4 events. 10 / 1000 habitable floors per event
	The median response time to attend a flooding event	New measure	80% < 3 hours			
	Number of complaints received about the performance of the stormwater system per 1,000 connections	New measure	10	10	10	10
Reduce the environmental impact of stormwater through an efficient and uninterrupted urban stormwater system	Number of:					
	a) abatement notices	New measure	0	0	0	0
	b) infringement notices		0	0	0	0
	c) enforcement orders		0	0	0	0
d) convictions received by the Council in relation to the resource consents for discharge from our stormwater system	0		0	0	0	



Solid Waste

Ngā parapara

SOLID WASTE

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

Funding Impact Statement for 2015-2025 - Solid Waste

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
1,422	General rates, uniform annual general charges, rates penalties	989	966	991	1,000	1,026	1,057	1,083	1,111	1,141	1,168
4,164	Targeted rates	4,342	4,416	4,530	4,614	4,744	4,860	4,980	5,128	5,276	5,439
120	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
1,030	Fees and charges	800	820	841	864	889	916	944	975	1,008	1,045
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
6,736	Total operating funding (A)	6,131	6,202	6,362	6,478	6,659	6,833	7,007	7,214	7,425	7,652
APPLICATIONS OF OPERATING FUNDING											
5,009	Payments to staff and suppliers	4,932	5,009	5,140	5,279	5,432	5,595	5,768	5,958	6,161	6,383
230	Finance costs	227	214	199	184	169	156	143	129	113	101
755	Internal charges and overheads applied	705	723	751	761	787	820	827	856	899	914
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
5,994	Total applications of operating funding (B)	5,864	5,946	6,090	6,224	6,388	6,571	6,738	6,943	7,173	7,398
742	Surplus (deficit) of operating funding (A-B)	267	256	272	254	271	262	269	271	252	254
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	100	-	-	11	-	-	12	-	-	-
8	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(252)	Increase (decrease) in debt	(239)	(241)	(244)	(237)	(240)	(242)	(245)	(246)	(227)	(225)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(244)	Total sources of capital funding (C)	(139)	(241)	(244)	(226)	(240)	(242)	(233)	(246)	(227)	(225)
APPLICATIONS OF CAPITAL FUNDING											
	Capital expenditure										
-	- to meet additional demand	210	-	-	11	-	-	12	-	-	-
-	- to improve level of service	50	-	11	-	11	-	-	-	-	-
-	- to replace existing assets	-	15	26	16	28	-	35	-	-	-
498	Increase (decrease) in reserves	(131)	1	(10)	1	(9)	18	(12)	25	25	28
	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
498	Total applications of capital funding (D)	129	16	27	28	30	18	35	25	25	28
(742)	Surplus (deficit) of capital funding (C-D)	(267)	(256)	(272)	(254)	(271)	(262)	(269)	(271)	(252)	(254)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Solid Waste

What this activity delivers

The Council provides a kerbside waste collection service for approximately 13,300 households in urban Whakatāne, Ōhope, Tāneatua, Edgecumbe, Te Teko, Matatā and Murupara and for some rural households. This collection includes an 80 litre general refuse waste bin collected weekly. Recyclables are collected in tandem with general refuse and can also be dropped off, free of charge, to any of the Council's transfer stations. The greenwaste collection service we currently provide includes fortnightly collection of large 240 litre greenwaste bins to just under 10,000 properties. Households in urban Whakatāne, Ōhope, Tāneatua, Te Teko, Edgecumbe, Matatā and Murupara receive this service.

We also provide transfer stations at Whakatāne and Murupara. These enable the community to dispose of extra waste, recycling and greenwaste and larger items (such as household appliances, cars, timber, etc.). This is especially important for those residents who do not have access to the collection service. We also provide a service for people to dispose of concrete. The transfer stations at Ruatāhuna and Minginui are run by the Hinepukohurangi Trust and the Minginui community with advice and support from the Council.

As we do not own a landfill, waste is transported to and disposed of outside our District at Tirohia, in the Waikato. Recycling is sorted for shipping at our transfer stations and greenwaste is taken to a composting facility and processed into valuable compost. We are currently progressing the development of a greenwaste

facility in the District, reducing transportation costs and increasing efficiencies.

Our waste collection, disposal, recycling and reprocessing services are managed through private contractors. The costs of some of our contracts are expected to change over the life of the LTP, including a significant increase expected to our waste disposal costs from 2020. As a result the Council will have to consider how we can maintain an affordable solid waste activity. Through this LTP, we will keep our solid waste costs relatively stable. However, in the future this may mean that we have to alter the level of service that we deliver to keep within these costs. No changes to level of service are planned through this LTP, however this will be a key area for consideration during the development of the Council's LTP 2018-28. Alongside the LTP, the Council has reviewed the Waste Management and Minimisation Plan. This plan looks to consider future levels of service and costs, with a view to minimising the amount of waste our District sends to landfill; the LTP is consistent with the content of the WMMP. A copy of this plan is available on our website (www.whakatane.govt.nz).

Why we do it

Providing the facilities for the community to dispose of waste in a convenient and secure way helps to protect public health and reduces the harmful effects of waste getting into the environment.

Our recycling functions reduce the amount of waste going to landfill, helping to reduce transportation

Community Outcomes



and disposal costs, whilst also reducing the negative impacts of harmful chemicals getting into the environment and limiting the need for new natural resources to be extracted from the ground.

Through reprocessing greenwaste we can reduce the cost of disposal and minimise the risk of harm caused to the environment, by disposing of this waste and turning the waste into a product that is valuable to the Council and the community. Similarly, we reuse reprocessed concrete in construction projects to reduce costs.

Our facilities are designed to minimise fly-tipping and reduce issues of odour or contamination caused by incorrectly disposed waste.

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.

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
Green Waste Processing Plant	2015/16	200,000	Subsidy 25% Development Contributions 75%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Waste minimisation is actively promoted within the community	Decrease in the amount of Council controlled solid waste that is sent to landfill	11,178 tonnes sent to landfill	11,000 tonnes sent to landfill	10,900 tonnes sent to landfill	10,800 tonnes sent to landfill	10,700 tonnes sent to landfill
The community has access to affordable kerbside collection, waste disposal and recycling facilities	User satisfaction with refuse disposal (transfer station facilities)	87%	85-89%	85-89%	85-89%	86-90%
	User satisfaction with the kerbside waste collection service	91%	89-93%	89-93%	89-93%	90-94%



Environmental Sustainability

Te pūtaiao

RESOURCE MANAGEMENT – POLICY
RESOURCE MANAGEMENT – CONSENTS

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

Funding Impact Statement for 2015-2025 - Environmental Sustainability

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
1,155	General rates, uniform annual general charges, rates penalties	1,579	1,703	1,536	1,790	1,839	1,885	1,927	1,968	2,034	2,013
-	- Targeted rates	-	-	-	-	-	-	-	-	-	-
-	- Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
275	Fees and charges	275	282	289	297	306	315	325	335	347	359
-	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
101	Local authorities fuel tax, fines, infringement fees, and other receipts	101	104	106	109	112	116	119	123	127	132
1,531	Total operating funding (A)	1,955	2,089	1,931	2,196	2,257	2,316	2,371	2,426	2,508	2,504
APPLICATIONS OF OPERATING FUNDING											
1,205	Payments to staff and suppliers	1,017	1,209	1,035	1,047	1,083	1,114	1,150	1,182	1,228	1,266
163	Finance costs	185	172	157	140	122	105	87	66	44	21
568	Internal charges and overheads applied	618	639	659	674	698	722	736	759	791	814
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
1,936	Total applications of operating funding (B)	1,820	2,020	1,851	1,861	1,903	1,941	1,973	2,007	2,063	2,101
(405)	Surplus (deficit) of operating funding (A-B)	135	69	80	335	354	375	398	419	445	403
SOURCES OF CAPITAL FUNDING											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
462	Increase (decrease) in debt	(241)	(255)	(271)	(287)	(305)	(322)	(341)	(362)	(384)	(340)
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
462	Total sources of capital funding (C)	(241)	(255)	(271)	(287)	(305)	(322)	(341)	(362)	(384)	(340)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve level of service	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
57	Increase (decrease) in reserves	(107)	(187)	(192)	48	49	53	56	58	61	62
-	- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
57	Total applications of capital funding (D)	(107)	(187)	(192)	48	49	53	56	58	61	62
405	Surplus (deficit) of capital funding (C-D)	(135)	(69)	(80)	(335)	(354)	(375)	(398)	(419)	(445)	(403)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Resource Management – Policy



Community Outcomes

What this activity delivers

Through this activity we prepare plans and policies that implement the Resource Management Act 1991 (RMA), specifically 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, what land can be developed and what special features of our District should be protected.

Why we do it

We provide this activity to enable 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.

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Growth and development is planned while our natural and physical resources are managed in a sustainable manner	Status of second generation Whakatāne District Plan	Hearings in progress	Decisions released October 2015		Plan made Operative	Plan changes identified and initiated

Our District Plan is currently under review. The review process involves a robust process of weighing up the costs (both financial and environmental) and benefits (to the long term well-being of the community) of the decisions we make.

The Council is currently undertaking an assessment of landslide and debris flow risks in the vicinity of the escarpments at Whakatāne, Ōhope and Matatā. This work is intended to provide better understanding of the nature and extent of these hazards and the risks they may present and may require additional changes to the District Plan. The Council will also be responding to the Bay of Plenty Regional Council's decisions relating to their Regional Policy Statements on Freshwater Management and Natural Hazards which will require additional changes to the District Plan.

An additional \$5,000 a year has been budgeted for our work in the Rangitāiki River Forum. The forum is an important partnership between ourselves, Bay of Plenty Regional Council and Iwi.

Resource Management – Consents

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 also monitor compliance with the 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 and decisions are made in line with our District Plan. The District Plan and supporting policies have a number of conditions on how, what and where you can use land. 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.



Community Outcomes

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Resource Management Act (RMA) administrative services are provided to facilitate environmentally sustainable development within the Whakatāne District	User satisfaction with Council's resource consent process	63.3/100	61-65/100	62-66/100	63-67/100	64-68/100
	Time for processing non-notified land-use resource consents	14.9 days	15 days	15 days	15 days	15 days
	Time for processing non-notified subdivision resource consents	14.9 days	20 days	20 days	20 days	20 days
	Land use consents granted in the previous financial year are monitored for compliance with conditions of consent	New measure	100%	100%	100%	100%



Community Safety

Te whakamaru o tū

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

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

Funding Impact Statement for 2015-2025 - Community Safety

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
1,522	General rates, uniform annual general charges, rates penalties	1,640	1,694	1,610	1,684	1,709	1,793	1,811	1,902	1,938	2,038
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
55	Subsidies and grants for operating purposes	5	5	5	5	6	6	6	6	6	7
1,197	Fees and charges	1,075	1,102	1,131	1,161	1,195	1,231	1,269	1,311	1,355	1,404
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
431	Local authorities fuel tax, fines, infringement fees, and other receipts	400	410	421	432	445	458	472	488	504	522
3,206	Total operating funding (A)	3,120	3,210	3,166	3,281	3,354	3,487	3,557	3,706	3,803	3,971
APPLICATIONS OF OPERATING FUNDING											
2,029	Payments to staff and suppliers	1,851	1,923	1,850	1,929	1,955	2,044	2,076	2,177	2,217	2,332
-	Finance costs	-	-	-	-	-	-	-	-	-	-
911	Internal charges and overheads applied	1,144	1,182	1,215	1,246	1,290	1,329	1,359	1,401	1,455	1,503
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,941	Total applications of operating funding (B)	2,995	3,105	3,065	3,175	3,245	3,373	3,435	3,578	3,672	3,835
265	Surplus (deficit) of operating funding (A-B)	125	105	101	106	109	114	122	128	131	136
SOURCES OF CAPITAL FUNDING											
7	Subsidies and grants for capital expenditure	-	72	-	76	-	-	83	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(3)	Increase (decrease) in debt	(2)	(2)	(2)	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
4	Total sources of capital funding (C)	(2)	70	(2)	76	-	-	83	-	-	-
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve level of service	19	103	-	108	-	-	118	-	-	-
21	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
248	Increase (decrease) in reserves	103	72	99	75	110	115	87	129	130	135
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
269	Total applications of capital funding (D)	122	175	99	183	110	115	205	129	130	135
(265)	Surplus (deficit) of capital funding (C-D)	(125)	(105)	(101)	(106)	(109)	(114)	(122)	(128)	(131)	(136)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Licensing (Alcohol and Gambling)

Community
Outcomes



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).

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS			
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18
Licensed premises comply with the Sale and Supply of Alcohol Act 2012	Regular inspections of Licensed premises	100% annually	100% annually	100% annually	100% annually
	Regular controlled purchase operations are conducted	2	2	2	2

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.

Environmental Health

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.

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. This activity is regulated by the Food Act 2014, the Health Act 1956, the Resource Management Act 1991, the Building Act 2004, and associated regulations and bylaws.

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Community Environmental Health values are maintained or enhanced	After hours excessive noise complaints responded to promptly*	87%	87%	90%	90%	90%
	Environmental health complaints (excluding noise) responded to in a timely manner	100% within 2 working days				
	Food premises are regularly inspected and registrations are issued	100% annually				

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

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



Community Outcomes

Regulation Monitoring

What this activity delivers

This activity enforces a number of Council bylaws. Key duties include licensing of street stalls, removing obstructions in public places such as overgrown trees, responding to complaints about long grass in urban areas, fire prohibitions, removing abandoned vehicles or vehicles parked in the wrong place and responding to illegal dumping.

Why we do it

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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The Council administers and enforces bylaws to deal with issues that create nuisance to the community	Time taken to respond to complaints relating to abandoned cars, litter or general bylaw offence	100% within 2 working days				



Community Outcomes

Building

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 for the first two years 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. It is budgeted to cost \$180,000 over the two years.

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 try and 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.



Community
Outcomes

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
High quality outcomes for building consent and code compliance applications are provided in a timely and professional manner	User satisfaction with the process Council used for your building consent	76.2/100	74-78 /100	75-79 /100	76-80 /100	77-81 /100
	Time for processing building consents	8.63 working days	15 working days	15 working days	15 working days	15 working days
	Retain accreditation as a Building Control Authority	Retained	Retained	Retained	Retained	Retained

Animal Control

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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Public safety and comfort is protected	Aggressive/threatening dogs and roaming stock complaints responded to immediately	100% < 1 hour				
	All other Animal Control complaints responded to in a timely manner	100% < 2 working days				

Community Outcomes



Emergency Management

What this activity delivers

We recognise our District is located in an area exposed to a variety of natural hazards, including flooding, earthquakes, tsunamis and more. The purpose of this activity is to ensure the community is ready and prepared for a natural hazard and the adverse environmental effects that may follow.

This activity ensures we are prepared for the response to, and the recovery from, a major natural hazard event or emergency. This includes making sure we are able to 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 recover from a disaster. We achieve this through the Civil Defence, Rural Fire and Hazardous Substances functions.

As of 1 July 2015 our rural fire service will operate under an enlarged regional rural fire authority called Pumicelands Rural Fire Authority; this will also mean changes to the geographic area that the Council administers, following rationalisation of areas of responsibility with the Department of Conservation. This generally will not change the day to day operations of rural fire services, but may in time lead to changes to the structure and management.

From 1 July 2015, many civil defence functions will be delivered by the “BOP Emergency Management”; a new regional entity with two staff retained 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.



Community
Outcomes



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, Rural Fire and Hazardous Substances planning and response under the Civil Defence and Emergency Management Act 2002, the Hazardous Substances and New Organisms Act 1996 and the Forest and Rural Fires Act 1977. 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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Council is ready to respond to a Civil Defence Emergency and is able to function for as long as required during an emergency.	Roles have been identified and staffed for 24 hour operation of the Emergency Operation Centre/Emergency Communications Centre and staff are trained to the appropriate level agreed by the Civil Defence Emergency Management Group.	100% of roles filled	85% of roles filled			
		85% of staff trained	85% of staff trained	85% of staff trained	85% of staff trained	85% of staff trained
Council actively engages with the wider community to increase the level of awareness, preparedness and resilience.	Initiatives delivered to promote community resilience and safety.	14 initiatives delivered	8 initiatives per annum			



District Growth

Whakatipuranga o te rohe

STRATEGIC PROPERTY
ECONOMIC DEVELOPMENT
EVENTS AND TOURISM

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

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

Funding Impact Statement for 2015-2025 - District Growth

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
630	General rates, uniform annual general charges, rates penalties	931	934	984	974	1,040	1,075	1,086	1,106	1,150	1,195
406	Targeted rates	431	442	454	466	478	492	507	522	540	559
50	Subsidies and grants for operating purposes	46	47	48	50	51	53	54	56	58	60
2,399	Fees and charges	2,443	2,537	2,603	2,727	2,831	2,920	3,269	3,377	3,492	3,617
142	Internal charges and overheads recovered	199	204	210	215	255	366	448	540	634	743
35	Local authorities fuel tax, fines, infringement fees, and other receipts	28	28	39	41	42	43	44	46	47	49
3,661	Total operating funding (A)	4,078	4,192	4,338	4,473	4,697	4,949	5,408	5,647	5,921	6,223
APPLICATIONS OF OPERATING FUNDING											
1,050	Payments to staff and suppliers	1,322	1,347	1,371	1,418	1,448	1,503	1,537	1,598	1,640	1,711
9	Finance costs	6	6	6	5	5	4	4	4	3	3
658	Internal charges and overheads applied	747	770	793	817	846	872	890	915	952	982
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
1,717	Total applications of operating funding (B)	2,075	2,123	2,170	2,240	2,299	2,379	2,431	2,517	2,595	2,696
1,944	Surplus (deficit) of operating funding (A-B)	2,003	2,069	2,168	2,233	2,398	2,570	2,977	3,130	3,326	3,527
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(7)	Increase (decrease) in debt	(7)	(7)	(7)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
500	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
493	Total sources of capital funding (C)	(7)	(7)	(7)	(8)						
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve level of service	-	-	-	-	-	-	-	-	-	-
33	- to replace existing assets	90	85	102	108	114	171	173	127	137	155
2,403	Increase (decrease) in reserves	1,905	1,975	2,058	2,118	2,275	2,391	2,795	2,995	3,182	3,362
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
2,436	Total applications of capital funding (D)	1,995	2,060	2,160	2,226	2,389	2,562	2,968	3,122	3,319	3,517
(1,944)	Surplus (deficit) of capital funding (C-D)	(2,003)	(2,069)	(2,168)	(2,233)	(2,398)	(2,570)	(2,977)	(3,130)	(3,326)	(3,527)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Strategic Property

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 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.

Community Outcomes



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 2015-25 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 Grow Whakatāne 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. The activity will look to implement the Grow Whakatāne Action Plan currently being finalised.

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.

Whilst we have a whole of Council approach to economic development, a specific activity to drive this key focus area is also necessary. The activity looks to facilitate and support economic growth for the District, resulting in a positive future for the community. It recognises that both the urban and rural areas drive our economy and that future growth and development is necessary in both.

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Facilitate a thriving and vibrant local community with a prosperous economy	Satisfaction with Council's efforts to attract and expand business in your area	36%	34-38%	36-40%	38-42%	40-44%
	Satisfaction with Council's efforts to attract and retain residents into the District	46%	44-48%	46-50%	48-52%	50-54%



Community Outcomes

Events and Tourism

What this activity delivers

The Council promotes the District and region, both nationally and internationally, in order to market the area and attract visitors. The activity also facilitates and supports local events, attracting people to the area and helping make the District a vibrant community. This activity also provides information about services and facilities available to the local community and visitors, through the Visitor Centre, which also act as a showcase of the best of the region and an events venue.

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.

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Promotions that 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	69%	67-71%	68-72%	69-73%	70-74%
	Satisfaction with Council's efforts to enable and promote events	63%	61-65%	62-66%	63-67%	64-68%



Community Outcomes



Recreation and Community Services

*Te whare tāpere o tānerore
me ngā hua ka puta mā te hāpori*

LIBRARIES

MUSEUM

PENSIONER HOUSING

HALLS

PARKS, RESERVES, RECREATION AND SPORTSFIELDS

CEMETERIES AND CREMATORIUM

PUBLIC CONVENIENCES

AQUATIC CENTRES

PORTS AND HARBOUR

COMMUNITY DEVELOPMENT

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

Funding Impact Statement for 2015-2025 - Recreation and Community Services

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
9,157	General rates, uniform annual general charges, rates penalties	9,001	9,327	9,533	9,740	10,087	10,457	10,692	10,951	11,271	11,573
35	Targeted rates	16	17	18	18	20	21	20	21	22	22
552	Subsidies and grants for operating purposes	458	363	373	383	394	405	417	430	445	460
1,840	Fees and charges	1,339	1,425	1,471	1,525	1,576	1,733	1,789	1,865	1,939	2,029
984	Internal charges and overheads recovered	1,012	1,095	1,161	1,232	1,265	1,303	1,343	1,388	1,433	1,485
170	Local authorities fuel tax, fines, infringement fees, and other receipts	169	173	178	182	187	193	199	205	212	219
12,738	Total operating funding (A)	11,995	12,400	12,734	13,080	13,529	14,112	14,460	14,860	15,322	15,788
APPLICATIONS OF OPERATING FUNDING											
7,058	Payments to staff and suppliers	6,756	6,768	6,927	7,101	7,341	7,703	7,977	8,221	8,504	8,753
757	Finance costs	698	707	691	711	678	688	670	651	622	607
4,193	Internal charges and overheads applied	4,290	4,468	4,553	4,687	4,830	4,981	5,104	5,249	5,450	5,626
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
12,008	Total applications of operating funding (B)	11,744	11,943	12,171	12,499	12,849	13,372	13,751	14,121	14,576	14,986
730	Surplus (deficit) of operating funding (A-B)	251	457	563	581	680	740	709	739	746	802
SOURCES OF CAPITAL FUNDING											
60	Subsidies and grants for capital expenditure	382	-	70	4,343	3,326	-	-	-	-	-
82	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
87	Increase (decrease) in debt	68	(208)	(227)	(145)	554	(374)	(352)	(393)	(375)	(381)
-	Gross proceeds from sale of assets	625	625	625	625	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
229	Total sources of capital funding (C)	1,075	417	468	4,823	3,880	(374)	(352)	(393)	(375)	(381)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
390	- to meet additional demand	279	1,024	7	12	29	18	13	23	18	103
664	- to improve level of service	1,727	451	359	3,656	2,783	311	305	285	294	323
1,801	- to replace existing assets	1,009	1,917	6,790	5,232	5,372	2,417	1,476	1,262	2,056	1,521
(1,896)	Increase (decrease) in reserves	(1,689)	(2,518)	(6,125)	(3,496)	(3,624)	(2,380)	(1,437)	(1,224)	(1,997)	(1,526)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
959	Total applications of capital funding (D)	1,326	874	1,031	5,404	4,560	366	357	346	371	421
(730)	Surplus (deficit) of capital funding (C-D)	(251)	(457)	(563)	(581)	(680)	(740)	(709)	(739)	(746)	(802)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

Libraries

What this activity delivers

There are four libraries in the Whakatāne District, which offer access to collections of contemporary and relevant information through books, art, internet, eBooks and databases, public programmes and activities. These facilities also provide a community place for residents and visitors to enjoy on their own or with friends, family and tourists. There is a growing use of the Whakatāne Library by community groups for meetings who in turn provide learning opportunities. The public libraries are located in Whakatāne, Murupara, Edgecumbe and Ōhope. The Whakatāne Horizon Energy Library is the largest and most centrally located library in the District and along with Murupara are the only Council staffed libraries. The libraries in Edgecumbe and Ōhope are resourced by volunteers. Collectively the libraries have over 14,000 card holders. Free wireless internet access and a number of computers are provided at the Whakatāne and Murupara Libraries, through the Aotearoa Peoples Network Kaharoa service. All libraries have areas where children can play educational games and everyone

has access to colour printers and online access to databases, including ancestry.com.

The Council will make enhancements to the library services offered throughout the District to keep up with changing technology and community demand. This is represented through a change to a portion of our budgets from printed books, to digital material. We will also continue to investigate alternative and improved options for delivering the library service to 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 and 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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The Council ensures all members of the community have ready access to a wide range of resources for information, education, leisure and cultural enrichment	User satisfaction with public libraries	85%	83-87%	83-87%	83-87%	83-87%
	Number of people utilising Te Kōputu a te Whanga-a-Toi Whakatāne Library and Exhibition Centre (includes foot traffic only)	New measure	220,000	220,000	220,000	220,000



Community Outcomes

Museum

What this activity delivers

This activity manages the preservation, display and provision of education around the artefacts and other historical assets on behalf of the community.

The museum and gallery collections are largely drawn from the Eastern Bay of Plenty area with some items from overseas, including the South Pacific and Europe. The collection contains over 200,000 items, which includes a number of items deemed to be of national importance – these range from Tāonga Māori to the Beacon Photographic Collection, recently gifted to the Museum.

The Whakatāne Library and Exhibition Centre, Te Kōputu a te Whanga a Toi, offers an exhibition space for a number of local, national and international exhibitions. These exhibitions include items of local interest, objects found in the District, as well as the nationally recognised Molly Morpeth Canaday Awards. The Library and Exhibition Centre can only display a small portion of our collection; the majority of items are stored in the separate Museum building.

Why we do it

We do this activity to support the cultural, educational, leisure and community values of the District. Not only is the role of the museum and gallery to preserve our cultural heritage inter-generationally, but it is also used to provide a significant sense of pride in the place we have chosen to live. The facilities attract a number of researchers to the area and develop the District's cultural heritage tourism potential. The activity ensures kaitiakitanga is maintained for successive generations, through secure and sustainable storage. There are also legislative and museum standards that the Council is expected to comply with.



Community
Outcomes

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
Museum & Research Centre (Boon Street) Redevelopment*	2015-17	4,240,000	Subsidy 70.7% Loan 25.7% Renewal 4.5%

*Budgeted under the Corporate Property activity.

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The Council provides for the safe storage, preservation and access to our community's treasures and archives.	User satisfaction with the Museum*	85%	-	-	-	85-90%
The Council provides dynamic 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%	86-90%	86-90%	86-90%	87-91%

*The decrease in satisfaction for Museum services is a result of the Museum undergoing redevelopment over the next 3 years therefore limiting services. It is envisaged that the Museum will be fully functional in the year 2018/19

Pensioner Housing

What this activity delivers

We currently own six housing developments for the benefit of the elderly in our District. There are four housing developments that provide 72 rentable units in Whakatāne, and two in Murupara that provide a further seven rentable units. This activity is guided by the Pensioner Housing Policy.

Why we do it

We do this to ensure the safety and protection of the elderly tenants. The units are rented at 20% below market rate, meaning tenants are paying slightly less rent than they would pay to a private owner. The units do not cost ratepayers money to maintain as they are self-funding. Any income received from this activity is used for the operation, management and refurbishment of the units.

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Affordable, safe and secure pensioner housing is provided to people who meet the Whakatāne District Council eligibility criteria	Number of Council Pensioner Units provided*	79	0	0	0	0

**The Council is proposing to transfer its Pensioner Housing Units to an approved Community Housing Provider in 2015/16. More about this can be found in the 'Priorities for the next ten years' section of this LTP.*



Community
Outcomes

Halls

What this activity delivers

There are 14 urban and rural community based halls in 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 and social occasions. The halls are spread across the District and are a valued asset to the community. The halls are available for the recreation, cultural, social and sporting needs of the community. They are facilities for the whole community to utilise and we aim to keep them affordable and available for all. Through the provision of these facilities, we aim to meet the needs of the community.

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.

This activity is guided by the Community Halls Strategy and Community Halls Policy.

What we are going to do

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

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
Multi Sports Events Centre	2017-20	10,597,000	Loan 19% Subsidy 66.8% Renewal 9.4% Development Contribution 4.8%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The community is provided with sufficient community halls and pavilions that are functional, affordable and available	User satisfaction with public halls	77%	76-80%	76-80%	76-80%	76-80% (increasing to 78-82% in year 7 following construction of a multi-sports centre)



Community Outcomes

Parks, Reserves, Recreation and Sportsfields

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 and attracting users from the wider community. Many of these reserves include playground facilities such as swings, slides and climbing frames. Some of our reserves provide sportsfields used mainly for organised sport. Specific reserves alongside riverbanks, lakes or the coast provide for passive recreation, access to the water and conservation values. We also maintain a number of reserves for operational purposes. For example, road reserves that have our infrastructure buried beneath them making them inappropriate for any other use.

We have a duty to maintain and manage our assets, on our reserves, and this includes our trees. We will be developing a tree management strategy and carrying out works, at a cost of \$445,000 each year.

We work with other community groups and organisations to look to develop the walking and cycling facilities in our District and beyond. The Council, alongside Kawerau and Ōpōtiki District Councils, will develop an Eastern Bay of Plenty Cycle Trails Strategy. The Strategy will look to develop and promote cycle trails within and between the districts to form an Eastern Bay of Plenty cycle trail network.

This Council also has a includes a partnership fund of \$75,000 per annum that the Council has made available to support local projects and groups with walking and cycling initiatives.

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. The Sullivan Lake Reserve Management Plan will be finalised, following public consultation, in 2015/16. The Dog Park, which is a project that the came through strongly from submitters in the last LTP, will be developed in 2015/16. Also, a joint project, involving the Whakatāne District Council, Te Rūnanga o Ngāti Awa and other key stakeholders, will develop a heritage trail/hikoi, showcasing Whakatāne's historic sites, rich culture and heritage.

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 and maintained that make use of the facilities, which increases opportunities and activities for all in the District.



Community
Outcomes

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
Walking and Cycling Projects	2015-25	750,000	Restricted Reserves 100%
Harbour Beautification	2015-25	500,000	Restricted Reserves 95.2% Development Contribution 4.8%
Coastal Land Acquisition	2015-25	1,000,000	Loan 95.2% Development Contribution 4.8%
Wairaka Centennial Park Improvements	2015/16	870,000	Restricted Reserve 44% Subsidy 31% Development Contributions 16% Renewals 9%
Dog Park	2015-16	50,000	Restricted Reserves 100%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Assets are well maintained throughout all parks and recreational facilities to provide a high standard of appearance and functionality	User satisfaction with parks and reserves in the Whakatāne District	89%	87-91%	87-91%	87-91%	88-92%
Adequate playgrounds are provided to meet the needs of users and are kept to a high standard.	User satisfaction with playgrounds in the Whakatāne District	87%	85-89%	85-89%	85-89%	86-90%
Adequate sports fields/ grounds are provided to meet the needs of users.	User satisfaction with sports fields in the Whakatāne District	90%	88-92%	88-92%	88-92%	89-93%
	Amount of active recreation space available in the District per 1,000 people	1.5ha	1.5ha	1.5ha	1.5ha	1.5ha

Cemeteries and Crematorium

What this activity delivers

This service focuses on providing cemetery and crematorium facilities for the community. This includes providing 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, Murupara/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. They tell a story about our people and events of the past. It is important that we preserve this history for future generations.

Providing these facilities helps us protect the health and safety of our community. There are specified requirements, standards and processes we must follow for the maintenance and operations of the cemeteries and crematorium. The Burial and Cremations Act 1964 requires us to provide cemeteries and clearly defines the standards we have to meet when operating them.

We have expanded the facilities we provide to include a crematorium, to respond to changing community requirements. People now look for a more sustainable way of providing for loved ones following a death.



Community
Outcomes

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 Cemetery Expansion	2017-19	214,033	Loan 94% Development Contribution 6%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Appropriate and sufficient cemetery and crematorium services are available to residents	User satisfaction with cemeteries including maintenance of cemeteries	90%	86-90%	86-90%	86-90%	86-90%
	User satisfaction with crematorium facility	85%	83-88%	83-88%	83-88%	83-88%

Public Conveniences

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.

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
Public Conveniences - New Facility Mitchell Park, Tāneatua	2016/17	135,000	Loan 100%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Adequate public conveniences will be provided where required in the community	User satisfaction with public toilets in the Whakatāne District	71%	69-73%	69-73%	69-73%	70-74%



Community Outcomes



Aquatic Centres

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 - available in the summer months. 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 33m swimming pool, change facilities, picnic tables and a permanent free BBQ. These are open over the summer, 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 schools and local clubs.

Some upgrades are planned for the Whakatāne District Aquatic Centre, as part of this LTP. One of the key projects is to replace the existing chlorine water treatment with a UV system. 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.



Community Outcomes

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 Aquatic Centre - Pool Solar Heating	2015/16	150,000	Loan 25% Subsidy 75%
Whakatāne Aquatic Centre – UV Water Treatment	2015/16	115,000	Loan 100%
Whakatāne Aquatic Centre – Redesign of Reception, Entrance and Office	2015/16	175,000	Loan 100%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Quality, affordable and safe aquatic facilities will be provided in Whakatāne and Murupara.	User satisfaction with public swimming pools in the Whakatāne District.	75%	73-77%	73-77%	73-77%	75-79%
	Numbers of admissions at the Aquatic Centres	New measure	100,000	102,000	104,000	105,000

Ports and Harbour

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, Otauwhaki (Green) Wharf and the Game Wharf in Whakatāne, as well as Ōhope Wharf, Thornton and Ōhiwa ramps and various groynes (rock structures in the river 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 and navigation markers. The operation of this activity also includes services such as disking the river mouth to ensure maximum access over the bar and berths available to rent.

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 these facilities for the good of the community. The Harbour Endowment Land (managed through the Strategic Property activity) earns income through leases, which we use 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.



Community Outcomes

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 Concept Plan -Site Development	2016-21	1,685,000	Restricted Reserve 100 %
Port Ōhope Wharf Structural Repairs and Strengthening	2017/18	550,000	Renewal 100%
Whakatāne Main Wharf Replacement	2015-20	5,714,561	Renewal 20% Restricted Reserve 80%
Quay Street Wharf Construction	2015-17	1,250,000	Restricted Reserve 100%
Whakatāne Harbour Eastern Wall Strengthening	2016/17	500,000	Restricted Reserve 100%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
Provide safe access to rivers and coastal water within the general vicinity of the Whakatāne CBD, Ohiwa Harbour and Thornton Domain	Satisfaction with harbour facilities including the port	73%	71-75%	72-76%	73-77%	74-78%

Community Development

Community Outcomes



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 support and deliver projects that promote a District response to national social issues that threaten the safety and health of our communities. These projects also address specific social needs 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. For example, the Council supports and is involved in a multi-agency Social Sector trial project.

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 projects. The full list of capital projects can be found in the 'Our Costs in Detail' chapter.

DESCRIPTION	YEAR	TOTAL (\$)	FUNDING SOURCE
CCTV Phase 2 - Expansion of camera network and renewals	2016-22	300,000	Renewal 30% Subsidy 70%

Measuring performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 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%	91-95%	91-95%	91-95%	91-95%
	Change in the number of fatalities and serious injury crashes on the local road network per annum.	21	<10	<10	<10	<10



Corporate and District Activities

Ngā mahinga matakite ā rohe

CUSTOMER SERVICES
PUBLIC AFFAIRS
HUMAN RESOURCES
FINANCE
CORPORATE INFORMATION
CORPORATE PROPERTY
DISTRICT INCOME AND EXPENDITURE

Leadership

Roads &
Footpaths

Water
Supply

Sewage Treatment
& Disposal

Stormwater
Drainage

Solid
Waste

Environmental
Sustainability

Community
Safety

District
Growth

Recreation &
Community
Services

**Corporate
& District
Activities**

Council
Controlled
Organisations

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

Funding impact statement for 2015-2025 - Corporate & District Activities

AP 2014/15 \$000		LTP 2015/16 \$000	LTP 2016/17 \$000	LTP 2017/18 \$000	LTP 2018/19 \$000	LTP 2019/20 \$000	LTP 2020/21 \$000	LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000
SOURCES OF OPERATING FUNDING											
(425)	General rates, uniform annual general charges, rates penalties	278	223	372	372	372	264	112	(98)	(118)	(143)
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
348	Fees and charges	353	362	371	381	392	403	416	429	444	459
11,296	Internal charges and overheads recovered	11,539	11,873	12,143	12,343	12,661	13,038	13,195	13,502	13,983	14,247
324	Local authorities fuel tax, fines, infringement fees, and other receipts	326	329	337	345	350	361	372	384	396	410
11,543	Total operating funding (A)	12,496	12,787	13,223	13,441	13,775	14,066	14,095	14,217	14,705	14,973
APPLICATIONS OF OPERATING FUNDING											
9,868	Payments to staff and suppliers	10,726	11,104	10,539	10,714	11,014	11,376	11,517	11,796	12,241	12,461
121	Finance costs	665	734	691	686	668	641	618	603	599	596
435	Internal charges and overheads applied	610	621	630	644	657	672	689	706	724	743
950	Other operating funding applications	870	887	904	923	944	965	988	1,013	1,039	1,067
11,374	Total applications of operating funding (B)	12,871	13,346	12,764	12,967	13,283	13,654	13,812	14,118	14,603	14,867
169	Surplus (deficit) of operating funding (A-B)	(375)	(559)	459	474	492	412	283	99	102	106
SOURCES OF CAPITAL FUNDING											
-	Subsidies and grants for capital expenditure	257	2,795	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
24	Increase (decrease) in debt	1,044	(96)	(76)	(87)	(479)	(389)	(256)	(68)	(71)	(73)
-	Gross proceeds from sale of assets	-	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
24	Total sources of capital funding (C)	1,301	2,699	(76)	(87)	521	611	744	932	929	927
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
-	- to meet additional demand	255	1,651	10	11	11	44	11	12	12	12
248	- to improve level of service	740	357	364	371	-	-	-	-	-	-
1,258	- to replace existing assets	1,290	2,899	1,381	1,436	923	906	885	925	964	901
(1,313)	Increase (decrease) in reserves	(1,359)	(2,767)	(1,374)	(1,431)	79	73	131	94	55	121
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
193	Total applications of capital funding (D)	926	2,140	381	387	1,013	1,023	1,027	1,031	1,031	1,034
(169)	Surplus (deficit) of capital funding (C-D)	375	559	(459)	(474)	(492)	(412)	(283)	(99)	(102)	(106)
-	Funding Balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-

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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The community has access to Council's activities through fully competent and efficient Service Centres	Proportion of customers' telephone calls are answered within 30 seconds	80%	81%	82%	83%	85%
	User satisfaction with the overall service from Council's front desk	93%	90%-95%	90%-95%	90%-95%	90%-95%

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, open days and maintain the www.whakatane.govt.nz website and Council's social media presence (Facebook, Twitter and YouTube). We also develop systems and processes that help us 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 performance

GOAL	PERFORMANCE MEASURE	TARGETS				
		CURRENT PERFORMANCE	YEAR 1 15/16	YEAR 2 16/17	YEAR 3 17/18	YEAR 4-10
The community has access to information and feels well informed	Satisfaction with Council's provision of information	71%	69-73%	70-74%	71-75%	72-76%
	Website users receive a satisfactory experience and remain engaged*	75%	75%	75%	75%	77%

* 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 is largely driven by legislative requirements, specifically the Employment Relations Act 2000. We do this activity to attract, retain, motivate and reward high calibre employees to assist in the delivery of our goals and values.

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.

Finance

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 and 2016/17 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.

Corporate Property

What this activity delivers and why we do it

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.

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
Civic Centre Earthquake Strengthening investigations and works	2016-2019	2,100,000	Loan 50% Renewal 50%

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.

District Income and Expenditure

Council Controlled Organisations

Ngā roopu mahi tahi-a-te Kaunihera o Whakatāne

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

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

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

- Whakatāne Airport
- The Local Government Funding Agency (LGFA)
- Bay of Plenty Local Authority Shared Services Limited (BoPLASS)
- Toi-Economic Development Agency (Toi-EDA)*

This section summarises the services these organisations will aim to deliver over the life of the LTP 2015-25 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.

** As the Council is not a funding partner and because Toi-EDA is an exempt CCO under the Local Government Act 2002, it is not covered in detail here.*

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.

At 6:50am on Tuesday, 28 April 2015 Air New Zealand's final scheduled flight service from Whakatāne Airport departed. At 9:30am on the same day Air Chathams' first flight as the new flight service provider landed at Whakatāne Airport. As part of this process the Airport undertook CAR Part 139 Aerodrome Certification with the Civil Aviation Authority. Whakatāne District Council and the Crown, as joint venture partners, established new landing fees and implemented aerodrome

certification requirements. In addition to Air Chathams' new service, SunAir have also commenced scheduled passenger flights from Whakatāne Airport to Gisborne, Napier and Hamilton using their Piper Chieftain and Aztec aircraft.

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.

How will performance be measured

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.	<p>The Airport is managed and operated in a safe and environmentally friendly manner.</p> <p>The Airport is maintained to Civil Aviation Authority (CAA) requirements.</p>

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
Runway Lighting and Navigational Aids Upgrade	2017-20	600,000	Loan 50% Operating Reserve 50%
	2019/20		
Pavement Resurfacing	2017-22	550,000	Renewal 50% Operating Reserve 50%



Bay of Plenty Local Authority Shared Service Limited

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 one ninth share in BoPLASS Limited, alongside the other eight 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 Limited

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 2015/16 year contains the following performance targets:

- LGFA's average cost of funds relative to the average cost of funds for New Zealand Government Securities for the period to:
 - o 30 June 2016 will be less than 0.50% higher
 - o 30 June 2017 will be less than 0.50% higher
 - o 30 June 2018 will be less than 0.50% higher
- The average margin above LGFA's cost of funds charged to the highest rated Participating Local Authorities for the period to:
 - o 30 June 2016 will be no more than 0.10%
 - o 30 June 2017 will be no more than 0.10%
 - o 30 June 2018 will be no more than 0.10%
- LGFA's annual insurance and operating expenses for the period to:
 - o 30 June 2016 will be less than \$5.65 million
 - o 30 June 2017 will be less than \$6.58 million
 - o 30 June 2018 will be less than \$7.06 million
- Total lending to Participating Local Authorities at:
 - o 30 June 2016 will be at least \$5,760 million
 - o 30 June 2017 will be at least \$6,970 million
 - o 30 June 2018 will be at least \$7,610 million
- LGFA will demonstrate the savings to council borrowers achieved in the relevant financial year and compared to previous financial years.

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



Whakatāne Airport
www.whakatane.govt.nz

BOPLASS
www.boplass.co.nz

LGFA
www.lgfa.co.nz