



WHAKATĀNE DISTRICT COUNCIL  
**Long Term Plan**

Te Mahere Pae Tawhiti  
**2021 - 31**

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

# Ko te ao o te kōwhai

The budding  
of the kōwhai

The budding of the kōwhai signifies the change of the season - from Winter to Spring. Our Long Term Plan will recognise and build on the work that has gone before, enabling the journey forward for the district and it's communities to bud and bloom. This is the whakataukī for our Long Term Plan 2021-31.





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## WHAT'S THIS DOCUMENT?

### *He aha tēnei tuhinga?*

This is the Long Term Plan (LTP) for the Whakatāne District Council for the 10 year period, 2021-31. The Long Term Plan establishes Council's vision and priorities, and sets the budget and work plan to implement these for the coming decade. It's a plan that focuses on the wellbeing of communities in the Whakatāne District.

While the Long Term Plan covers 10 years ahead, we renew it every three years. This is because the opportunities and challenges facing our communities and district, and the context we work in, are always evolving. This Long Term Plan replaces our previous Long Term Plan 2018-28.

*This Long Term Plan was adopted on 14 July 2021. Please note that this is after the statutory deadline of 30 June 2021. This delay is the result of the ongoing impact of the Whakaari eruption response and the Covid-19 pandemic. We did not want to rush the important process of developing this LTP with our communities, as it sets out the direction for the district's future.*

*Ko te pae tawhiti whāia  
kia tata, ko te pae tata  
whakamaua kia tina*

*Seek out the distant horizons  
while cherishing those  
achievements at hand*

# A future that's important to us all

## FOREWORD FROM MAYOR JUDY TURNER

All elected members and I are immensely proud of the Whakatāne District, and feel a great sense of responsibility to ensure it's one where our communities flourish, fulfil their potential and live life to the full.

Our Long Term Plan is one that is centred on the wellbeing of communities. This means focusing on the things that our communities need now, and also acknowledging our responsibility to be great ancestors for future generations. With the challenges and opportunities facing the future of our communities, that responsibility is now more relevant than ever before.

*We have a responsibility  
to be great ancestors  
for future generations.*

In recent years, our district has changed and the population is growing much faster than expected. There's an increase in standards and expectations from central government. There's increasing urgency on climate change, housing affordability, and economic and social wellbeing. The enhancement of solid waste, sewerage and water supply services are increasingly in the limelight. We've faced more than our share of devastating and disruptive events in recent times and while we always hope for the best, we also remain vigilant and prepared to respond when needed.

There is also further uncertainty and change on the horizon due to the major reforms of local government signalled by central government. Through any change we will, of course, advocate strongly for the interests of our communities, and keep you updated as we learn more.

Alongside these challenges and opportunities, Council is responsible for many services and facilities that we continue to deliver every day that our communities use and rely on.

In light of all this, the development of the Whakatāne District Long Term Plan 2021-31 has provided an opportunity to think about what's most important to our communities and how Council can support those aspirations. We need to ensure we're excellent ancestors for future generations and act accordingly, now.

I would like to thank everyone for taking the time to contribute to this plan. I also acknowledge that much of our work relies on collaboration and partnerships, and we look forward to working with our communities – for our communities. Together, we have the passion, ingenuity and resourcefulness to work towards the kind of future that's important to us all.

Nāku noa nā,



Judy Turner  
MAYOR / MANUKURA,  
WHAKATĀNE DISTRICT



# WHAKATĀNE DISTRICT AT A GLANCE

## Te rohe o Whakatāne

The Whakatāne District in the Eastern Bay of Plenty has a rich history, a strong cultural identity and beautiful natural landscapes. Extending from Ōtamarākau and Matatā in the west to Ōhiwa Harbour in the east, and inland to communities including Murupara, Minginui and Ruatāhuna, our district is a place of great diversity.

Sandy beaches are predominant along the 54 kilometres of coastline to the north. These are popular with locals and holidaymakers for fishing, swimming, surfing and other recreational activities. Ōhope has twice been voted New Zealand's most loved beach, and we are regularly a contender for sunshine capital of Aotearoa New Zealand.

Te Urewera and Whirinaki Te Pua-a-Tāne in the south form part of the largest remaining indigenous forest tract left in the North Island, and produce a rich array of flora and fauna. There are plenty of opportunities for tramping, mountain biking, hunting and outdoor adventures in this area.

Fertile and highly-productive farming areas include the lowland Rangitāiki Plains, which borders the coast, and the Galatea basin. Alongside agriculture and horticulture, large parts of our district are covered by commercial plantation forest.

The Whakatāne District is home to around 38,200 people (as at June 2020), and that population is growing. Six iwi are represented in the Whakatāne District - Ngāti Awa, Ngāi Tūhoe, Ngāti Manawa, Ngāti Whare, Ngāti Tūwharetoa ki Kawerau and Ngāti Rangitihi. The largest urban centre, Whakatāne town, includes Ōhope and Coastlands, and makes up just less than half the total population. The remaining is shared between the rural areas of the district, and several smaller towns and settlements. The largest of these is with a Murupara population of 1,970, followed by Edgecumbe with 1,790 residents.

Locals and visitors recognise the Whakatāne District offers a fantastic quality of life.



# WHAKATĀNE DISTRICT



**38,200**



**TOTAL POPULATION**

Population distribution

**20,040**

WHAKATĀNE/  
ŌHOPE AND  
COASTLANDS

**18,160**

OTHER TOWNS  
AND RURAL  
COMMUNITIES

**48%** **INDIGENOUS FOREST**

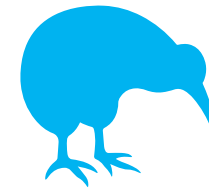
OF THE DISTRICT  
IS COVERED BY



Discover the spectacular scenery and pristine lakes of Whirinaki Te Pua-a-Tāne Conservation Park & Te Urewera

**KIWI CAPITAL**

of the  
world



Major ethnic groups

- **63.2% EUROPEAN**
- **46.8% MĀORI**
- **3.0% PACIFIC**
- **3.4% ASIAN**

**14,283**

Total dwellings



**4,457KM<sup>2</sup>**

District area



Whakatāne Sunshine Capital 2020

**WITH 2,704**

SUNSHINE HOURS IN 2020

Main iwi in the  
Whakatāne District

- **NGĀTI AWA**
- **NGĀTI MANAWA**
- **NGĀTI RANGITIHI**
- **NGĀI TŪHOE**
- **NGĀTI WHARE**
- **NGĀTI TŪWHARETOA KI KAWERAU**



2 x voted NZ's favourite  
**ŌHOPE BEACH**



And many other beautiful beaches at Coastlands, Thornton, and Matatā

**WHAKATĀNE**



**45-minute flight**  
FROM AUCKLAND



**60-minute drive**  
FROM TAURANGA  
AND ROTORUA



## OUR WORK

### *Tā mātou mahi*

Whakatāne District Council exists to promote and represent the interests of our communities, and support the aspirations of whānau, hapū and iwi. Our purpose is to enable democratic local decision-making and action by, and on behalf of, communities; and to ensure the social, economic, environmental and cultural wellbeing and hauora of communities in the present and the future.

Our mahi involves the delivery of a wide range of services and facilities that families, households and businesses rely on and use every day. At the top of our list of priorities is providing services that ensure the health and safety of our communities, such as providing clean drinking water, appropriate treatment and disposal of sewage, and local transport networks that allow people to move safely around the district. Many other Council activities play an essential role in making this a great district for us to live, work and play.

Our work is organised into nine groups – plus the corporate services group, which supports the delivery of our other activities. Council is also a partner with the Ministry of Transport for the Whakatāne Airport. You can read more information about all of these activities in the ‘Groups of Activities’ chapter of this Long Term Plan.

These are our groups of activities:

- Leadership and Community
- Strategy and Futures
- Roads and Footpaths
- Water Supply
- Sewage Treatment and Disposal
- Stormwater Drainage
- Waste Management and Minimisation
- Community Safety
- Community Experience
- Corporate Services
- Whakatāne Airport



These are just some of our many services and facilities:

## YOUR TRANSPORTATION NETWORK

ROADS  
FOOTPATHS  
STREETLIGHTS  
BRIDGES



*your* ANIMAL CONTROL SERVICES



*Your Water, Stormwater and Sewerage*

— SERVICES —



EMERGENCY MANAGEMENT



**YOUR SOLID WASTE SERVICES**

Kerbside rubbish and recyclables collection and disposal

Kerbside green waste collection and disposal



VISITOR CENTRE



*your* PARKS AND RESERVES



Road Safety

EASTERN BAY OF PLENTY

YOUR Museum & Te Kōputu EXHIBITION SPACES

YOUR Libraries



SWIMMING POOLS



CEMETERIES AND CREMATORIUM



BOAT RAMPS AND HARBOUR ACCESS



PLAYGROUNDS AND SKATEPARKS



ECONOMIC DEVELOPMENT

# Your elected members

## Ngā mema whai mana pōti

(AS AT 30 JUNE 2021)

We're your Mayor and Councillors for the term 2019-2022. We're passionate about the future of the district, and want to see all communities flourishing, fulfilling their potential and living life to the full.

**Steph O'Sullivan**  
Chief Executive  
P 07 306 0500  
E [steph.osullivan@whakatane.govt.nz](mailto:steph.osullivan@whakatane.govt.nz)

**Lesley Immink**  
Councillor  
Whakatāne - Ōhope Ward  
M 021 024 97854  
E [lesley.immink@whakatane.govt.nz](mailto:lesley.immink@whakatane.govt.nz)

**Julie Jukes**  
Councillor  
Whakatāne - Ōhope Ward  
M 027 412 1025  
E [julie.jukes@whakatane.govt.nz](mailto:julie.jukes@whakatane.govt.nz)

**Judy Turner**  
Mayor  
Whakatāne District  
M 021 309 803  
E [judy.turner@whakatane.govt.nz](mailto:judy.turner@whakatane.govt.nz)

**Andrew Iles**  
Deputy Mayor  
Tāneatua - Waimana Ward  
M 027 294 1849  
E [andrew.iles@whakatane.govt.nz](mailto:andrew.iles@whakatane.govt.nz)

**Alison Silcock**  
Councillor  
Galatea - Murupara Ward  
M 027 451 2087  
E [alison.silcock@whakatane.govt.nz](mailto:alison.silcock@whakatane.govt.nz)

**Nándor Tanczos**  
Councillor  
Whakatāne - Ōhope Ward  
M 021 887 011  
E [nandor.tanczos@whakatane.govt.nz](mailto:nandor.tanczos@whakatane.govt.nz)

**Gerard van Beek**  
Councillor  
Rangitāiki Ward  
M 027 444 4940  
E [gerard.vanbeek@whakatane.govt.nz](mailto:gerard.vanbeek@whakatane.govt.nz)

**Wilson James**  
Councillor  
Rangitāiki Ward  
M 027 498 1854  
E [wilson.james@whakatane.govt.nz](mailto:wilson.james@whakatane.govt.nz)

**Gavin Dennis**  
Councillor  
Rangitāiki Ward  
M 027 327 0597  
E [gavin.dennis@whakatane.govt.nz](mailto:gavin.dennis@whakatane.govt.nz)

**Dr Victor Luca**  
Councillor  
Whakatāne - Ōhope Ward  
M 027 749 8888  
E [victor.luca@whakatane.govt.nz](mailto:victor.luca@whakatane.govt.nz)

**John Pullar**  
Councillor  
Whakatāne - Ōhope Ward  
M 027 308 5002  
E [john.pullar@whakatane.govt.nz](mailto:john.pullar@whakatane.govt.nz)



# Your Community Board members

## Ngā mema o ngā Poari Hapori

(AS AT 30 JUNE 2021)

The Whakatāne District Council has four Community Boards covering the entire District. Each board is made up of members elected from within the four wards and an appointed Councillor (two Councillors for Whakatāne-Ōhope) from the same area. Community Boards provide an important link between the Council and the community.

Community Boards meet every seven weeks in an open meeting that you are welcome to attend. Contact information for your Community Board representatives and more details on meeting dates and venues are available on our website.

### OUR FOUR WARDS



### COMMUNITY BOARD AREAS

#### WHAKATĀNE-ŌHOPE COMMUNITY BOARD

Moira Hanna - *Chair*  
 Jennifer Manning - *Deputy Chair*  
 Lesley Immink - *Councillor*  
 John Pullar - *Councillor*  
 Carolyn Hamill  
 Christopher Howard  
 Cindy Lee  
 Linda Bonne  
 Mark Inman  
 Tony Hall

#### RANGITĀIKI COMMUNITY BOARD

Kris Byrne - *Chair*  
 Leeann Waaka - *Deputy Chair*  
 Gavin Dennis - *Councillor*  
 Alison Clark  
 Evan Harvey  
 Graeme Bourk  
 Pouroto Ngaporo

#### TĀNEATUA COMMUNITY BOARD

Diane Yalden - *Chair*  
 Toni Boynton - *Deputy Chair*  
 Andrew Iles - *Councillor*  
 Les Knowles  
 Luke Ruiterman  
 Mary Falkner  
 Yvonne LeSueur

#### MURUPARA COMMUNITY BOARD

Jackie Te Amo - *Chair*  
 Ormond Hynes - *Deputy Chair*  
 Alison Silcock - *Councillor*  
 April Wairangi O'Brien  
 Mem Jenner  
 Ngaperera Rangiaho

Your local Councillors and Community Board Members are here to help. Get in touch if you have questions or concerns about a Council process or service, need information or advice or have an idea to enhance your community.

Visit our website for your elected members' contact details.

# YOUR FEEDBACK HAS HELPED SHAPE THE LONG TERM PLAN

## *Nā ō koutou whakahoki kōrero i whakaahua te Mahere Pae Tawhiti*

Our thanks to everyone who shared their views, concerns and aspirations during the Long Term Plan development.

We reviewed community feedback to Council from the past five years. In mid-2020, we also sought feedback about the challenges, opportunities and priorities facing our district to get a better understanding of what is most important. Then from April to May 2021, we asked for your thoughts on the specific big decisions that we were working through for this Long Term Plan.

The information and insight gathered through all these steps helped shape this Long Term Plan.

“ I would like to see more work towards a safe town for cyclists, both commuters and recreational. ”

“ Māori have knowledge and perspectives that can contribute hugely to success. ”

“ *The ever-growing housing and living costs are hitting our community hard.* ”

“ *Sporting facilities need to be upgraded.* ”

“ *In a post COVID-19 New Zealand, we need an economic focus that is regenerative.* ”

“ We need to invest in communities outside Whakatāne and Ōhope. ”

“ We need local kōrero. Local partnerships. Local response. ”

“ I love how we are so close to so much of nature - the river, the bush, Whale and White Islands, bush walks, the sunshine. ”

“ *We need quality jobs. That is permanent, good-paying, full-time employment.* ”

## Let's keep working together

We value the partnerships shared with our communities, whānau, hapū, iwi, central government, neighbouring councils and others.

We encourage an approach of 'working together' because it helps us keep in touch with our communities' priorities, and because it presents significant opportunities to deliver better outcomes for our district.

We also acknowledge that our Long Term Plan is a moment in time - our partnerships and conversations need to continue to make sure we keep heading down the right track.

Your involvement and feedback are important as we continue the journey forward.

“ As a father with young kids, I like the idea of safe transport options for them. ”

“ I am not in favour of cutting services and am happy to pay more for them. However, I am concerned for people less fortunate who struggle to pay rates now, let alone higher ones. ”

“ Under-investment has been the trouble in past years. We need to upgrade infrastructure and sports facilities. ”

“ Work on Active Whakatāne will be a game-changer - especially for our children, families, elderly and less-able members of the community. ”

“ Matatā sewerage needs to remain a top priority for Whakatāne District Council. ”

“ Certainty in rates increases allows people to better budget for changes. ”

“ Borrowing is relatively cheap at present. Now is the time to borrow more, provided it can be serviced. ”

“ By making the Civic Centre more accessible to ratepayers and locals, it will enhance trust and cooperation. ”

“ I support sealing roads where there is community benefit in terms of health and safety. ”



# KEY DECISIONS FOR THIS LONG TERM PLAN

## Ngā whakataunga matua o tēnei Mahere Pae Tawhiti

Reviewing our vision and priorities	Confirming for many services it's business as usual	Continuing commitments to key projects	Realigning our work programme and budgets
<p>Following local government elections in October 2019, the newly-elected Mayor and Council started to review Council's vision and priorities. This involved looking at changes in our context and analysing the key challenges and opportunities facing our district. To help inform this work we sought feedback from the community and reviewed community feedback to Council from the past five years. Our new vision 'more life in life' is for communities to flourish, fulfil their potential and live life to its fullest. Find out more about our vision and priorities in the following pages of this Long Term Plan.</p>	<p>Council delivers a wide range of activities, services and facilities that people, families and businesses use and rely on every day. We intend to continue to deliver most of these at the current level, adding value and improvements where we can within the existing budgets.</p>	<p>This Long Term Plan will uphold existing commitments to improve specific services and outcomes for the community. Examples include:</p> <ul style="list-style-type: none"> <li>• Developing a wastewater solution for Matatā.</li> <li>• Unlocking economic potential and supporting job creation through the Whakatāne Regeneration Programme.</li> <li>• Upgrading the Whakatāne War Memorial Hall.</li> <li>• Improving stormwater systems.</li> </ul>	<p>Through this Long Term Plan, we carefully considered some key changes to our work programme and budgets to align with our new vision and priorities. We put forward a number of proposals and asked for feedback from our communities – these are the final decisions:</p> <ul style="list-style-type: none"> <li>• Significantly increasing investment in our three waters services.</li> <li>• Resetting some aspects of the town centre and riverfront revitalisation programme (Te Ara Hou).</li> <li>• Including \$1M per year towards implementing the Active Whakatāne Strategy.</li> <li>• Recommending a work programme for seal extensions on unsealed roads, with a \$750,000 per year budget.</li> <li>• Increasing project funding for the strengthening and upgrade of the main Council office.</li> </ul>



<b>Considering community feedback and requests</b>	<b>Carefully considering the impact on rates and debt</b>	<b>Preparing for more major changes that are coming</b>
<p>Through consultation, Council considered a lot of feedback and requests from our communities- here are some of the key decisions made in response:</p> <ul style="list-style-type: none"> <li>• \$400,000 for a Te Teko to Kōkōhinau Marae pathway.</li> <li>• \$100,000 for strategy development for management of Sullivan Lake and the Awatapu and Matatā Lagoons, and ongoing additional funding of \$75,000 per year to make improvements.</li> <li>• \$10,000 per year for development of a youth strategy and youth initiatives.</li> <li>• \$50,000 per year increase to partner with community groups on the development of community facilities (including, but not limited to, working with cycling advocacy groups).</li> <li>• \$30,000 per year to develop and implement an arts strategy.</li> <li>• \$10,000 support for coordination of the Molly Morpeth Canaday art awards (to be sourced from external funding).</li> <li>• Increasing funding for the Murupara and Rangitāiki Community Boards for local initiatives.</li> </ul>	<p>Through the Long Term Plan, Council carefully considered level of costs to ratepayers. While investment supports our communities be resilient, vibrant and thriving, we’re also conscious of the impact on rates affordability. The Long Term Plan requires Council to decide priorities within financial limitations and to set a financial strategy that ensures we remain financially sustainable in the long term. Some key features of the strategy include:</p> <ul style="list-style-type: none"> <li>• Smoothing of total rates required for the first three years of the plan- note that there will still be variability for individual households and properties.</li> <li>• Using some excess reserves (where it is financially sustainable) to offset rates increases by around one percent per year.</li> <li>• Increasing our debt limit to allow headroom for increase in spending on three waters, and for unexpected costs and events.</li> </ul>	<p>Some aspects of our future are uncertain. We don’t have all the answers - but we are working on being as prepared as possible. The next two to three years, we’ll develop the strategies and plans that chart the way ahead – informing major decisions for our next Long Term Plan 2024-34. Key areas of focus include:</p> <ul style="list-style-type: none"> <li>• Planning for how and where we grow in response to population growth and housing demand.</li> <li>• Understanding and reducing our vulnerability to climate change and natural hazard risks.</li> <li>• Building momentum on our Climate Change Strategy by making changes as a Council and by supporting communities to make change.</li> <li>• Preparing for impacts of local government reform</li> </ul>







# OUR VISION AND PRIORITIES

*Tō mātou matakiteinga  
me ngā take matua*



Our new vision  
'more life in life'  
is for communities  
to flourish, fulfil  
their potential,  
and live life to  
its fullest.



## OUR VISION

### Tō mātou matakitenga

Our vision and community outcomes set out the high-level direction and goals that Council works towards in order to support and enhance the social, cultural, economic and environmental wellbeing of our communities.

Our vision statement recognises that the Whakatāne District offers a great quality of life. It also embraces Council's role in supporting our communities to flourish, fulfil their potential and live life to its fullest.

A strong, resilient and enabled Council organisation will help ensure we can achieve the things that are most important to us all.

# More life in life

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



*Strong, resilient Council organisation focused on continuous improvement*



## STRATEGIC PRIORITIES

### *Ngā rautaki matua*

These are the eight goals (strategic priorities) that Council has identified for change or improvement as we work towards our vision of 'More life in life'.

The priorities are in no particular order of importance. Each priority is supported by significant strategies, programmes of work and key projects. More information about each of the eight priorities is set out on the following pages.



STRENGTHENING WHĀNAU, HAPŪ AND IWI PARTNERSHIPS



BUILDING CLIMATE CHANGE AND NATURAL HAZARD RESILIENCE



PREPARING FOR POPULATION GROWTH AND HOUSING DEMAND



ENHANCING THE VIBRANCY OF OUR COMMUNITIES



ENHANCING THE ENVIRONMENTAL OUTCOMES OF OUR ACTIVITIES



FACILITATING ECONOMIC REGENERATION AND EMPLOYMENT OPPORTUNITIES



IMPROVING THE SAFETY, SECURITY AND RESILIENCE OF INFRASTRUCTURE



ENSURING COUNCIL IS ENABLED AND FIT FOR THE FUTURE

## STRENGTHENING WHĀNAU, HAPŪ AND IWI PARTNERSHIPS

*E whakawhanake ana i ngā rangapū ā-whānau, ā-hapū, ā-iwi anō hoki*



*The Council acknowledges partnerships with whānau, hapū and iwi in the Whakatāne District. A rich history, and the voice of the land, Māori represent almost half our population. Whānau, hapū and iwi make significant contributions through aspirations for the wellbeing and care of communities, and environmental and commercial interests and responsibilities.*

*The knowledge, experience and perspectives of whānau, hapū and iwi are imperative for a secure and optimistic future for our district. Council acknowledges the necessity to continue to establish effective relationships, commit to real partnerships and support the aspirations of Māori in the district, to achieve positive outcomes for all communities.*



# HOW WE'LL WORK TOWARDS THIS PRIORITY

## *Ka pehea mātou e mahi ki tēnei take matua?*



### *Introducing Māori wards to our democratic structure*

The Local Government Act 2002 recognises the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi (Te Tiriti o Waitangi) and to maintain and improve opportunities for Māori to contribute to local government decision-making processes. Democratic governance is at the heart of local government. Securing equity of representation and ensuring that the voice of Māori can participate in local decision making is essential to the future success of our communities and the environment. On 20 May 2021, the Whakatāne District Council unanimously voted to introduce Māori wards. Next, Council will need to work within the Local Electoral Act to determine the number of Māori ward and general ward councillors, and whether elections will be on a ward or district-wide basis. These decisions will be included in the upcoming representation review. The changes to our democratic structure will apply for the 2022 and 2025 local body elections. We acknowledge that this is only the start of a longer journey to increase Māori involvement in establishing the direction of Council and its decision-making.

### *Building meaningful and trusted partnerships and relationships*

Council acknowledges that whānau, hapū and iwi must be reflected in all we do. We have responsibilities to support and enable Māori aspirations and build capacity. Building and enhancing meaningful and trusted partnerships will be a particular focus over this Long Term Plan term. To enable Council to be a responsible and effective partner, we need to grow our internal Māori expertise and understanding of indigenous knowledge, identity, culture and language, through recruitment, training and system support.

### *Upholding our treaty-based co-governance, co-management and other agreements*

Council participates in several ongoing forums where we regularly meet with key partners to advance outcomes important to whānau, hapū and iwi in the district. Some examples include the Iwi Chairs Forum, Rangitāiki River Forum and Ōhiwa Harbour Implementation Forum. Council will look for further opportunities to support and enhance our treaty-based arrangements. We will embody the principles of the Treaty of Waitangi (Te Tiriti o Waitangi) in partnering with whānau, hapū and iwi, recognising the value of shared decision making and leadership.

### *Continuing to partner on key projects, programmes and services*

Council will seek to partner with whānau, hapū and iwi on a number of projects and programmes. We're positioning ourselves to ensure that our future strategies, planning and projects support the aspirations of Māori, for the betterment of all of our communities.

# PREPARING FOR POPULATION GROWTH AND HOUSING DEMAND

## *E whakarite ana ki te tipuranga o te taupori me ngā tonotono whare*



*Like many parts of Aotearoa New Zealand, our district has experienced unanticipated levels of population growth in recent years.*

*As at September 2020, the Whakatāne District population was 38,200. This already exceeds previous forecasts, which expected our population to reach its peak at 36,400 in 2028. There is good reason to expect this trend will continue over a longer time period. Over the next 30 years, growth forecasts signal that our district will need an additional 4,000 homes. This is roughly the same as two-thirds of Whakatāne town, and will need to cater to various demands including affordable housing and retirement homes.*

*Population growth can bring many benefits, but can also create challenges like housing pressure, traffic congestion, increased water demand and more waste to manage. We must proactively manage population growth to maximise positive outcomes, and retain the things we love about the places where we live. We need to make sure that the demand for housing is met, and that our infrastructure, facilities and services are able to scale at the right time and at the right level to meet the needs of our communities.*



# HOW WE'LL WORK TOWARDS THIS PRIORITY

## *Ka pehea mātou e mahi ki tēnei take matua?*



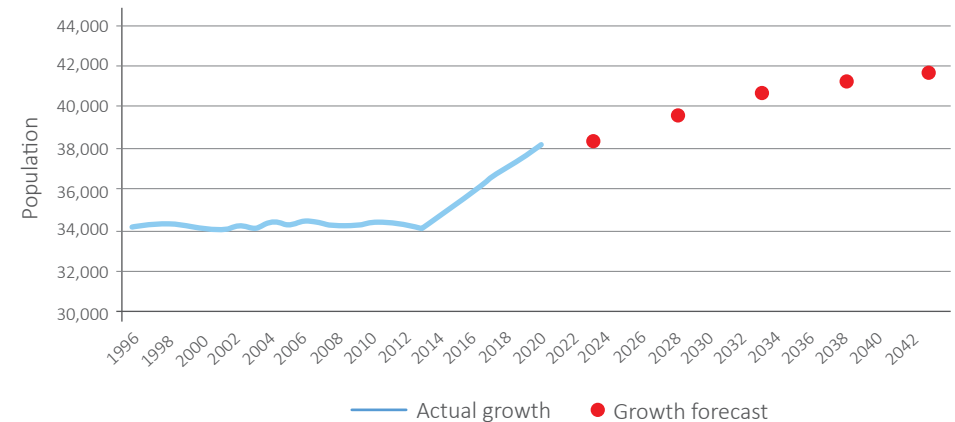
### Developing planning frameworks for how and where we grow

At the current growth rate, our district has sufficient zoned land and development opportunities to meet short-term (three years) housing projections. We need to plan for how and where we grow beyond the short-term. During the next three years, we'll be working on a joint Eastern Bay Spatial Plan with our neighbouring district councils and Bay of Plenty Regional Council, alongside a Future Development Strategy for the Whakatāne District. These will shape how and where we grow, what we want future development to look like and what kinds of services and facilities are needed to support that growth. As part of this work, we'll be working closely with whānau, hapū and iwi and a range of stakeholders to ensure that good placemaking results in well-managed growth, ensuring appropriate housing in well-functioning settings. We anticipate the need for changes to our District Plan to enable this growth to happen.

### Ensuring our infrastructure, facilities and services have capacity for growth

As our population and our urban areas grow, there are implications for the services we deliver. For example, it means more pressure on transport networks, more water to supply, more solid waste to manage, and more people visiting community facilities like pools and libraries. We're already feeling the impacts of the higher levels of growth experienced over the past six years. With this growth trend expected to continue over the next 10 years, we need to ensure our infrastructure and services, as well as our partners' infrastructure like health and education services, are able to scale at the right time and at the right level to meet the needs of our communities. The spatial plan work noted above will help to guide what is needed for our infrastructure. Projects are also included in our Long Term Plan and Infrastructure Strategy to meet demand over the next 30 years.

Whakatāne District population growth forecast



### Reviewing who pays for growth-related costs

Growth comes with costs to the community, because it has impacts on the services we deliver. Over time, growth has a positive financial outcome, as costs can be spread over a larger ratepayer base. This said, proactive investment is needed to provide for growth and also make sure that services and facilities keep pace ahead of demand, rather than being reactive to it. As we develop the planning frameworks (mentioned above), we'll also undertake a further comprehensive review of our Development Contributions and Financial Contributions policies and our Financial Strategy to consider how best to fund growth-related costs. Public consultation will be a key part of the review process over the next three years.



# ENHANCING THE ENVIRONMENTAL OUTCOMES OF OUR ACTIVITIES

## *E whakanui ana i ngā putanga pai mō te taiao i tā mātou mahi*



*Our district has diverse landscapes and natural features including its beaches and coastline, harbours, fresh water systems and forest environments. The natural environment and geographic context of our district are a central feature of our identity and quality of life. They are an important part of our economy and have high biodiversity significance. Of particular note, the natural world and its wellbeing has significant cultural relevance to Tangata Whenua.*

*There is growing awareness and pressure from local and international levels of society to reduce our ecological footprint, and live sustainably within our environment. Through Council's wide range of activities, there are many opportunities to enhance local environmental outcomes and to do our part towards broader national and international challenges.*



## HOW WE'LL WORK TOWARDS THIS PRIORITY

### *Ka pehea mātou e mahi ki tēnei take matua?*



### *Implementing actions towards our zero carbon target*

Through our climate change work programme, we have set some of the most ambitious climate change targets nationally in Aotearoa New Zealand. We are striving to become a net carbon zero organisation, and net carbon zero district, by 2030 (excludes biogenic methane and nitrous oxide). Our climate change action plans set out the short, medium and long-term actions we're planning to take to reach our climate change commitments. As part of this commitment, we launched an energy management programme in 2019 and continue to make excellent energy savings and emissions reductions. Examples include moving progressively towards an electric vehicle fleet, and moving to heat pumps rather than fossil fuels to heat water at the Whakatāne Aquatic Centre. The upcoming redevelopment of the Whakatāne Council office includes a number of further 'greening' enhancements. Implementing actions towards our zero carbon target will require substantial collaboration between Council and our communities, stakeholders and iwi partners.

### *Managing waste more sustainably*

The amount of waste that New Zealanders send to landfill is increasing overall, and on a per person basis. Central government is pushing hard for more sustainable waste outcomes that are also linked to the nation's climate change goals. As part of central government's suite of changes, costs are increasing significantly for sending waste to landfill. The increase in these costs will incentivise a more sustainable approach to waste management, and produce a valuable fund for central government to reinvest into much-needed waste management solutions. However, this also means the local costs of managing waste will increase. As a result, anything we can do to reduce what we send to landfill will be better for the environment, and it will be more affordable for the community in the long-run. Recent changes to our Waste Management and Minimisation Plan are intended to support our communities to increasingly take a waste 'avoidance' approach in the first instance, before reusing and recycling, with landfill as the final option.

### *Enhancing the environmental impact of wastewater and stormwater*

Services in the Whakatāne District have a direct impact on water quality. In particular, urban intensification requires the provision of services to manage wastewater (sewage), and stormwater, which in most cases have eventual outfall into natural freshwater systems and the ocean. Many of our systems were originally built over half a century ago, according to the service standards and expectations of the time. Modern standards and expectations demand a far lower environmental impact from wastewater and stormwater. Over the coming 10 years, substantial infrastructure upgrades will be made that will directly minimise the environmental footprint of these services. Key examples include upgrades to wastewater treatment and discharge processes, and enhancements to ensure stormwater from urban areas is higher quality before being discharged back to the environment.

### *Improving the quality of urban lakes and lagoons*

Through this Long Term Plan, Council has made a further commitment to improve the quality of urban lakes and lagoons. This includes working in collaboration with community groups to support better management of the Awatapu and Matatā Lagoons, and Sullivan Lake. The Long Term Plan includes resourcing to develop a longer-term strategic approach to the management of these features, and further ongoing resourcing to support any changes.

# IMPROVING THE SAFETY, SECURITY AND RESILIENCE OF INFRASTRUCTURE

## *E whakapai ana i te haumaruru me te aumangea o te hangaroto*



*The Council is responsible for delivering a range of core infrastructure services that our communities use and rely on every day. This includes the provision of transport networks and three waters services (water supply, wastewater and stormwater), which are critical to the functioning of our district and to the health and safety of people.*

*These services will face a number of significant challenges over the next 30 years and beyond. To meet those challenges, and ensure that these services are safe, secure and resilient, investment is a 'must do'. This will require significant investment over the Long Term Plan, with more than half of Council's budget over the coming 10 years dedicated to these four services. More information is available in Council's Infrastructure Strategy included later in this document.*



# HOW WE'LL WORK TOWARDS THIS PRIORITY

## *Ka pehea mātou e mahi ki tēnei take matua?*

### Meeting increasing standards for water supply

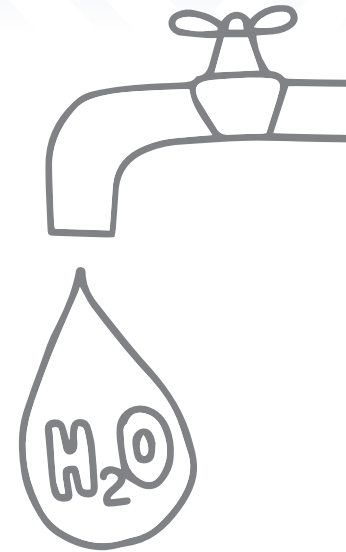
Much of the infrastructure for our water supply schemes was built in the 1950s to 1970s. While there has been ongoing maintenance and some upgrades over the years, many assets are coming to the end of their useful life and will need to be replaced over the next 30 years. Added to this, in the wake of the Havelock North water supply contamination in 2016, the safety and security of water supplies has been under close scrutiny by central government. While Whakatāne

District Council has a solid track record of providing water supply services to our communities, the regulations and standards we need to meet continue to increase. These changes are demanding a substantial increase in the level of maintenance and upgrades of local infrastructure, such as treatment systems, reservoirs, pipes and backflow prevention.



### Removing arsenic from the Braemar water supply

The Braemar water supply, which provides water to parts of the Rangitāiki Plains, has naturally-occurring low levels of arsenic. Following a successful trial phase of new technology that removes arsenic from the water supply, a project has been included in the Long Term Plan to provide a permanent solution.



### Finding a wastewater solution for Matatā\*

Council has a continuing commitment to achieve a wastewater solution for Matatā. A newly established co-governance Project Steering Group has formed comprising Iwi and Council representatives. The Steering Group supported by the Delivery Team is tasked with finding and delivering a sustainable wastewater solution for Matatā, that improves public health and community wellbeing, prevents or minimises the adverse effects on the environment, reflects co-design principles, and is affordable to build and operate. This Long Term Plan has a two to three year timeframe for achieving planning consent, with detailed design and construction to follow.

*\* The Matatā Wastewater project is subject to external co-investment funding of \$13.7m. The project budget assumes \$6.7m from the Ministry of Health, and \$7m from the Bay of Plenty Regional Council, with the remaining portion to be funded by Council. At the time of writing this Long Term Plan document external funding is yet to be confirmed and there is a risk that the level of external funding may not be achieved. If we are not able to obtain this level of funding, we will have to reconsider how to proceed with this high priority project.*



## Obtaining new consents and upgrading of waste water treatment plants

The resource consents for the Whakatāne, Edgecumbe, Tāneatua and Murupara wastewater treatment systems all expire on 1 October 2026. New consents under modern legislative and community expectations will demand much higher service standards. To continue to deliver wastewater systems, we'll need to obtain new resource consents from Bay of Plenty Regional Council. Because technology and environmental standards have changed over the years, the new resource consents are very likely to require changes to the way our treatment plants operate.

## Enhancing the safety of our transport networks

Safety is the highest priority of our ongoing work programmes for transport improvements, and is a key focus of investment through this Long Term Plan. Waka Kotahi NZ Transport Agency has a national road safety strategy 'Road to Zero' that supports implementation of the safe systems approach. Through this approach, we work with Waka Kotahi to identify and deliver infrastructure and programme improvements to our roading network that target the highest risks to our communities. Some key projects to enhance road safety outcomes include finishing the Wainui Road project, and improving corners along Thornton Road at two high-risk locations. Within the next three years, we'll work with neighbouring councils and Waka Kotahi on a speed limit review for all roads throughout the region. We'll also continue to deliver annual programmes and campaigns to promote and raise awareness of road safety.



## Introducing seal extensions for unsealed roads

There is a total road network of about 901 km in the Whakatāne District. Of this, 204 km are unsealed metal roads. During the past nine years, the road sealing budget was removed as part of decisions made to help keep rates down. Throughout this time, there has continued to be demand from specific communities to reintroduce funding towards metal road sealing. With the ongoing demand, and with the increase in population and traffic on our roads, Council is reintroducing a seal extension programme. This will have a dedicated budget of \$750,000 per year. In support of this decision, Council will need to review the Seal Extension Policy before committing to specific projects. This policy will determine which roads we should prioritise by considering the health, safety and economic benefits that would be achieved by sealing them.

## Advocating for Whakatāne bridge improvements

The bridge into Whakatāne township continues to attract high community interest because of peak congestion and vulnerability to natural hazards. Waka Kotahi NZ Transport Agency is responsible for the nationwide state highway network, and additionally invests in around two-thirds of our district transport programme where criteria is met. The bridge is a central government asset as part of the state highway network, but isn't a high priority for Waka Kotahi compared to other transport challenges facing our country. This means, in the current policy environment, funding for a solution would have to come from our ratepayers. For this reason, we haven't included budget for a new or improved bridge in our Long Term Plan - it's simply unaffordable. We'll continue to strongly advocate our concerns to Waka Kotahi. We will also continue to progress other solutions to enhance traffic flow through the ongoing project 'Whakatāne Access'. Key things included in our work plan are improvements to the Landing Road roundabout and other key intersections to improve traffic flow, and projects to support more active transport use as alternatives to vehicles.

# BUILDING CLIMATE CHANGE AND NATURAL HAZARD RESILIENCE

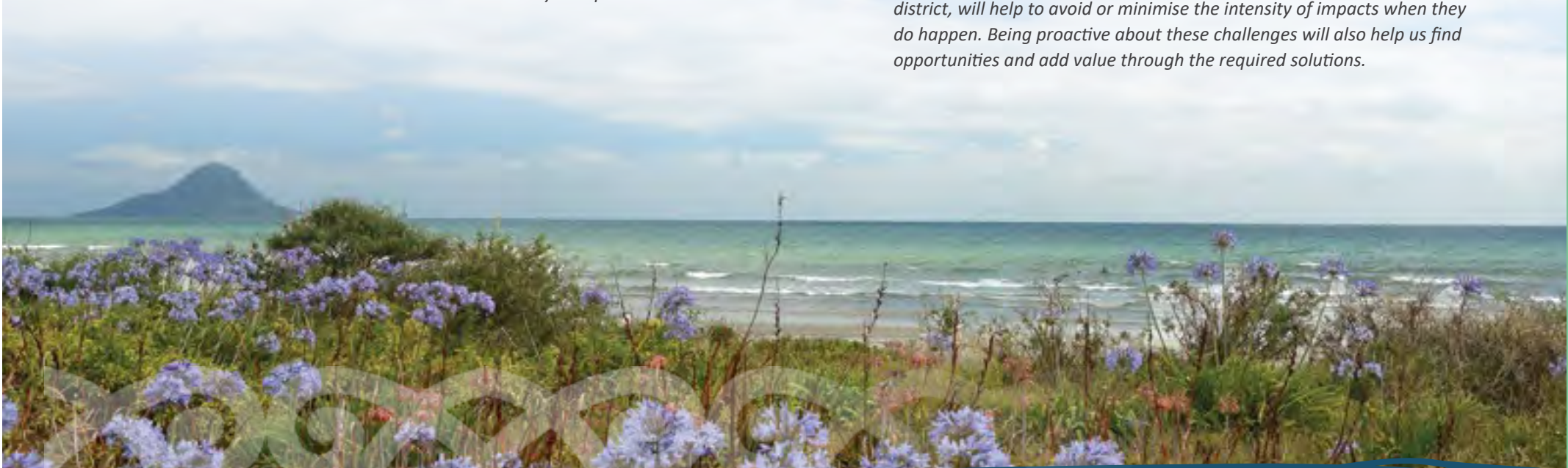
## *E whakakaha ana i te aumangea ki te huringa āhuarangi me ngā tūraru matepā taiao*



*Our natural context and climate are key features of our identity and quality of life, they also present risks in terms of natural hazards and climate change threats. In recent years, the district has been affected by a range of natural hazard events including earthquakes, volcanic eruptions, flooding, storm surges, tropical cyclones landslides and debris flows. These events have caused significant disruption to the community and economy, and have been costly to repair.*

*Alongside our exposure to natural hazards, the impacts of climate change have serious implications for our district. More frequent heat waves, heavier rainfall events, greater risk of drought conditions, increased coastal erosion and flooding are all predicted. These threats raise very serious risks for the future of the Whakatāne District including to communities, infrastructure and the economy.*

*There is more we all can do to minimise our vulnerability and be more resilient. Understanding the risks, and enhancing the resilience of our district, will help to avoid or minimise the intensity of impacts when they do happen. Being proactive about these challenges will also help us find opportunities and add value through the required solutions.*





## HOW WE'LL WORK TOWARDS THIS PRIORITY

### *Ka pehea mātou e mahi ki tēnei take matua?*

#### Reducing our exposure to natural hazards

In the next three years, we'll continue to build understanding of our exposure to natural hazards, and consider options for how we reduce the risk to communities. This work will also inform our planning for how and where we grow (discussed earlier in this document), so we minimise the risk to existing and future communities. Key projects included in our Long Term Plan are Earthquake Active Faults Investigations, Tsunami Modelling, and changes to the District Plan for Minimum Floor Levels, Landslide Hazards and Coastal Hazards.

#### Developing a climate change adaptation plan

Local and global efforts to prevent greenhouse gas emissions will take time to slow the climate trends we're experiencing. Changes to our climate are already happening, and will continue to happen. We need to gain a better understanding about the impacts this will have on our district and how we can reduce the risks to our communities. We have recently initiated a project that will continue into this Long Term Plan to undertake a local Climate Change Risk Assessment and Adaptation Plan. This will consider things like the increased risk to existing communities and infrastructure in low-lying coastal areas; the economic impact on horticulture and agriculture sectors from a changing climate; and what the service implications are for water supply, stormwater systems and flood protection. It will help us figure out how we adapt, and when and where we grow in the future. This project will involve working collaboratively with whānau, hapū and iwi, our communities, central government, Bay of Plenty Regional Council and other councils in our region.

#### Continuing our building seismic strengthening programme

Heightened awareness after the Canterbury and Kaikoura earthquakes have led to central government review and updates of policies and regulations in relation to earthquake-prone buildings. The review has led to implications for local authorities that have a responsibility to ensure buildings are assessed and strengthened to reduce the risk to people and property during earthquakes. Under this Long Term Plan, Council will continue its earthquake-prone buildings programme. This includes guiding private building owners of 'at risk' buildings to navigate strengthening requirements, and strengthening a number of Council's own buildings and facilities.



## Increase stormwater levels of service in high-risk areas

Council provides systems to remove stormwater from built-up urban areas and disperse it within our waterways, to minimise the effects of flooding on property and the risk to human life. Additionally, Bay of Plenty Regional Council manages stop banks on our river systems. Recent history has shown that our district is prone to flooding, with major events occurring in 2004, 2005, 2010, 2014 and 2017. Climate change trends suggest that the Whakatāne District is likely to face increased events of extreme rainfall in the future. Our stormwater systems all have limitations in terms of the volume of water they are able to cope with. With some areas more at risk than others, and with an expected trend of more extreme events, this Long Term Plan includes a work programme to upgrade urban stormwater systems in high-risk areas.

## Being ready for when events do happen

In recent years, we've faced more than our share of natural hazard events, and the trajectory of climate change suggests that we may face a greater frequency and intensity of events in the future. While we have projects in place that aim to reduce our vulnerability to the impacts of these events, we also need to remain well-prepared to respond if and when extreme events happen. Council delivers a civil defence function that is ready to spring into action to support our communities through emergencies. We'll continue to maintain our systems, processes and staff training to respond to events as needed. Council will also continue to work with schools, marae, and other community groups to develop, update and refine their emergency response plans. We engage with and enable our communities to continue to support each other during emergencies. We do this by enabling communities to navigate the Civil Defence Emergency Management system and support them to access the people, resources and facilities they require prior to, during and post emergencies. This recognises the whole community has a critical role in any response to make sure we are ready and prepared to get through. The Whakatāne District Council office is an important part of our civil defence function. The upcoming redevelopment will ensure this building meets higher earthquake standards to continue operating as an emergency operations centre for our district.



*5 March 2021, Tsunami Evacuation*



# ENHANCING THE VIBRANCY OF OUR COMMUNITIES

## *E whakanui ana i te whitawhita o ngā hapori*



*Our district offers a fantastic quality of life. Feedback from the community identifies and reinforces the value we place on the natural environment and climate, and the sense of community connectedness and cohesion, as key contributing factors to a high quality of life.*

*Many of Council's services and facilities also contribute towards the vibrancy of our communities. The council provides services for recreation, sport and leisure. We work to connect people to places, and to each other. And we advocate and work to address some of the social challenges facing our communities and district. Much of this work is in collaboration with others, and we value these partnerships very highly.*

*Over the next 10 years, we will continue to work with many partners to further enhance the vibrancy and vitality of our communities and the quality of life we all enjoy.*



# HOW WE'LL WORK TOWARDS THIS PRIORITY

## *Ka pehea mātou e mahi ki tēnei take matua?*

### *Supporting walking, cycling and active transport aspirations*

This Long Term Plan includes a greater commitment to walking, cycling and active transport aspirations through funding of \$1 million annually for the Active Whakatāne Strategy implementation. The Active Whakatāne Strategy was developed in collaboration with the community, and adopted by Council in 2020. The funding will support a range of exciting projects designed to make it easier and safer for people to get around, recognising all active user groups, from mobility scooters to cyclists to pedestrians. The intention is for Council to fund a third of this (through debt), and seek the remaining as co-investment funding from Waka Kotahi NZ Transport Agency. While this proposal meets Waka Kotahi co-investment criteria, its funding also has limitations and must be prioritised. If we're unsuccessful in securing partnership funding, we would need to reassess how best to fund this work programme. Council will also prompt the establishment of a District Cycle Trails Trust to guide, promote and access further funding towards a district network of trails for tourism and to connect our towns. Council will continue to work with mountain biking advocacy groups towards aspirations for new facilities.

### *Developing an arts strategy and supporting our creative community*

The Whakatāne District has an active, vibrant and creative arts scene. In recent years, Council has made significant investments towards arts through the development of Te Kōputu a te whanga a Toi (Whakatāne Library and Exhibition Centre), and Te Whare Taonga o Taketake (Whakatāne Museum and Research Centre) and continues to deliver and support a range of events every year. To build on this, Council has included resource in the Long Term Plan to work in collaboration with the community on the development of an Arts Strategy for the district. The strategy will intend to provide a cohesive and longer-term planned approach to support our creative communities, celebrate our identity and add further to the vibrancy of our district. Council has also committed to finding additional external funding to support coordination of the Molly Morpeth Canada Award, which has grown to be a nationally-recognised event on our local arts calendar each year.



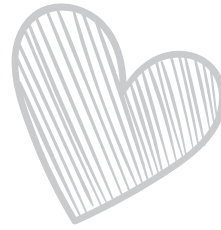
### *Prioritising our smaller and rural communities*

Feedback is regularly received from, and in relation to, our smaller communities and townships. The feedback includes a range of matters particular to each community and topics are varied. At a high level, common topics include economic development and social challenges, local transport concerns and opportunities, provision of recreational facilities and services, and rates affordability. Through this Long Term Plan, Council has made a range of decisions to raise our commitment to the needs and aspirations of smaller communities in the Whakatāne District. Some examples include: commencing a road seal extension programme (as set out earlier in this document); the development of a new shared use pathway from Te Teko to Kōkōhināu Marae; investigating opportunities for a gym in Murupara; increasing budgets for the Murupara and Rangitāiki Community Boards; following up with interested parties on options for a toilet facility on the eastern side of the Rangitāiki River at Thornton; looking at options to increase the Edgecumbe library opening hours; and providing a water fountain at the Tāneatua skate park.



## Developing a community wellbeing Strategy and community plans

Survey results indicate that communities in the Whakatāne District regard their overall quality of life at levels in keeping with, or better than, the national average. At the same time, for a number of social wellbeing indicators, our district consistently tracks under the national average. In relation to these trends, there is an ongoing theme in feedback to Council to support community wellbeing and improve outcomes across a variety of issues and concerns. The council has already started developing a Community Wellbeing Strategy. This aims to build consensus with the community and social sector groups and agencies to work together to strengthen communities, address social issues and support local community aspirations. Council, as one of those agencies, will identify the role we will play and how best we can support communities to find their local solutions and create great places. Under the umbrella of the Community Wellbeing Strategy, Council will also continue to help communities create plans that can then be used to attract required resources to achieve local goals and aspirations.



## Increasing our focus on youth across the district

Through this Long Term Plan, the Council intends to deliver a stronger focus on youth, providing greater acknowledgement of their role and contribution to the future of our district and finding ways to support people's aspirations. To enable this intention, resourcing has increased from \$2,000 to \$5,000 per year for the Whakatāne District Youth Council, and \$10,000 per year has been approved for the initial development of a youth strategy and its subsequent implementation.

## Planning for the future of sport and recreation

Council has regular and ongoing demand from the community to enhance the sports and recreational services and facilities offered in the Whakatāne District – including indoor and outdoor space. Alongside this demand, our population is growing, there are changing recreation and sport trends and Council faces upcoming cost hurdles for renewing some facilities. Through this Long Term Plan, the council intends to take a more proactive and strategic approach to the future of sport and recreation to guide future investment into services and facilities. In particular, this work will include developing a recreational precinct plan to inform future investment in the Whakatāne War Memorial Hall, Whakatāne Aquatic Centre, Rugby Park and Rex Morpeth Park. The Whakatāne War Memorial Hall redevelopment, set out in previous council plans, continues to be a signalled project. This will create a more modern facility that can cater to a range of events, indoor sports and theatre activities.

# FACILITATING ECONOMIC REGENERATION AND EMPLOYMENT OPPORTUNITIES

## *E whakahaere ana i te tipuranga o te taiōhanga me ngā āheinga mahi*



*Our district offers many opportunities for business and industry development, including job creation.*

*We know that our communities need economic and social uplift, which is best developed through a thriving circular economy.*

*This priority recognises that we generally trend below the national average for many socio-economic indicators, and continue to have higher levels of socio-economic deprivation compared to the national average. The impact that COVID-19 has had on the global economy further reinforces the need to prioritise economic development and job creation. Because wealth is a catalyst for enhancing social outcomes, economic uplift also needs to ensure benefits support our communities where it is most needed.*

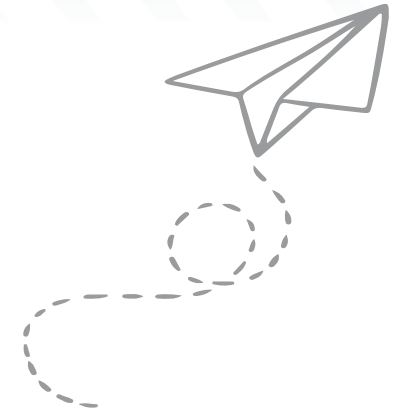
*Through this Long Term Plan, a strong focus of Council continues to be to work with whānau, hapū, iwi, central government, our neighbouring councils in the Eastern Bay of Plenty and other key partners towards a district where our people and businesses thrive.*





## HOW WE'LL WORK TOWARDS THIS PRIORITY

### *Ka pehea mātou e mahi ki tēnei take matua?*



#### Developing the Whakatāne Boat Harbour

The Whakatāne Boat Harbour Development is a transformational partnership project between Te Rāhui Lands Trust, Ngāti Awa Group Holdings Limited, Central Government and Whakatāne District Council. The project aims to develop a fit-for-purpose boat harbour on Te Rāhui Trust land to address existing demand for commercial berthage, and offers vessels protection from a dynamic river environment. At the same time, the project will catalyse long-term and holistic benefits to the whenua, the beneficiaries of the Trust, Ngāti Awa and the Whakatāne District through the generation of local employment opportunities, and the economic uplift of Māori-owned land. Significant environmental outcomes for the Whakatāne River have also been identified through the integrated fuel and sewerage provisions that will be inbuilt to reduce contamination risks. The development of the harbour will provide for an on-site marine training school, which will enable more local people to be trained and positioned for the jobs created through the project. Some initial works started to prepare the site for the boat harbour in 2021, with construction expected to be completed in 2023.

#### Progressing the Whakatāne CBD and riverfront revitalisation (Te Ara Hou)

The town wharf remediation project under the Whakatāne CBD and riverfront revitalisation (Te Ara Hou) is well underway, with completion expected within the first year of this Long Term Plan. The works are critical to ensure the ongoing provision of a safe and active working waterfront in the Whakatāne town centre. The remainder of the Te Ara Hou programme continues to undergo a reset, with discussions underway with our primary co-funder, the Provincial Growth Fund. These discussions focus on how Te Ara Hou can best deliver on the original programme objectives of increased vibrancy, connectedness and economic uplift in the Whakatāne town centre, while also reflecting that our local economic context has significantly changed since the time of application in September 2019. Should a reset be agreed, the community can expect consultation on riverfront promenade concept designs to commence shortly after. Recognising that there are many projects and plans for the Whakatāne town centre, a transformation programme has been developed to coordinate the delivery of change in this area. Any Te Ara Hou reset proposal will form part of this programme, which will be communicated more broadly over the coming months.

## Developing a property strategy for the Whakatāne CBD

Council is in the process of preparing a Property Strategy, which will provide a framework to guide future decisions in relation to Council's CBD property portfolio. This will consider the financial return provided by these properties and Council's wider objectives, including urban regeneration.

## Supporting tourism recovery across the district

Tourism makes a considerable contribution to our district's economy, but the sector has been hit hard by the Whakaari eruption and COVID-19 pandemic. With the current limitations on international tourism, domestic tourism is crucial to the Whakatāne District's recovery. However, relying on the busy summer peak period will no longer be enough to sustain local businesses through the shoulder and winter seasons, with more than 60 percent of visitor spend going into the retail and hospitality sector. There is a need to invest resource into attracting domestic visitors throughout the year, through a marketing strategy and tourism product development. Council has embarked on a three-year tourism recovery programme based on the MBIE destination management framework, and this work will continue into the early years of this Long Term Plan. Council will work with whānau, hapū and iwi partners, other agencies and local tourism businesses, taking a strategic and coherent approach to plan, manage and further develop our region's tourism sector. This work will also contribute to our commitment to enhance environmental outcomes by exploring opportunities for regenerative tourism – a concept that tourism leaves a place better than it was before.



# Ensuring Council is enabled and fit for the future

## E whakapakari ana i te Kaunihera ki anamata



*The world is changing, and local government needs to evolve with it. Our district and communities face a broader range of challenges and opportunities than ever before. Councils are expected to step up, deliver more, meet higher standards and achieve a wider range of outcomes than in the past.*

*To do this, and to have impact on the things that matter most for our district and communities, Council needs to be an organisation that is strong, resilient and enabled. This means investing in the people, technology and processes that can best take our district forward and have greater impact on economic, social, cultural and environmental outcomes for our communities.*



## HOW WE'LL WORK TOWARDS THIS PRIORITY

### *Ka pehea mātou e mahi ki tēnei take matua?*



#### Ensuring Council is fit for the future

There are a number of things that the Council needs to do to be fit for the future. We have a focus on continual improvement as an organisation, and we're building capacity and strengthening systems and processes so we can deliver more of what our communities and central government are asking of us. This Long Term Plan includes increased resourcing across selected areas of Council to enable key priorities to be progressed:

- Building effective relationships and strengthening partnerships with whānau, hapū and iwi.
- Enhancing engagement and relationships with stakeholders.
- Continuing to strengthen the way we manage assets and infrastructure.
- Streamlining our forward works planning and relationships with contractors to help improve our delivery of projects.
- Replacing Council's largest and most critical business software that manages budgets, accounting, rates, procurement, supply chain, and many customer processes – because it's outdated and is due to be discontinued by the software provider in the future.
- Attracting and retaining the right staff in a tight labour market.
- Ensuring that we meet enhanced workplace health and safety standards.
- Seismic strengthening and upgrade of the main Council office.

#### Strengthening and upgrading the main Council office

Over time, the functions of local government and the expectations of what councils deliver have continued to increase and evolve. Technology has changed the way we work, the workforce has increased, building laws have been amended in relation to earthquake strengthening, and standards and expectations for workplaces have changed. Added to this, there is no air conditioning through most of the main Council building, making work conditions more difficult in the extremes of summer and winter temperatures. In essence, after 30 years, the main Council office is no longer fit for purpose.

A significant upgrade of the main Council office will be undertaken from 2021-2023 to address issues and concerns with the building, and make a range of improvements to ensure it will be fit for purpose into the future. The project will provide for core health, safety and security upgrades, greening components to improve environmental sustainability of the building, and enhancements to provide flexible and multi-functional use of space, with increased meeting rooms and collaborative work spaces. Council Chambers and public meeting rooms will be moved from upstairs to the ground floor to make it easier for the public to access Council, and make modern meeting spaces available for the community to use. The upgrade of the main Council office is expected to take around 14 months to complete, during which time the building will be out of action with staff working from other locations. The contract management process for this project has embraced a strong 'buy local' approach where possible. This means around 70 percent of the value of contracts will be kept within the Whakatāne District, supporting local businesses and employment.





## Evolving how we make decisions

The Council has made a commitment towards ensuring decisions are made with greater consideration towards long-term sustainability. In the past, decisions have been weighted towards cost-efficiency; however, we're taking steps to ensure decisions now consider a broader, more holistic and strategic approach with a strong focus on the outcomes being achieved for the community. Important parts of this focus area include: the recent update of Council report templates ensures Council will approach decisions with a broader range of considerations (including climate change); strengthening our project management approach, so projects are planned more accurately and with a wider range of considerations from the start; reviewing our procurement policy and principles to consider more than just cost; and strengthening our performance framework so that we are measuring, responding to and reinforcing the right things to get the best results.

## Preparing for major reforms of local government

A substantial review of the traditional roles and functions of local government has been initiated by central government. Programmes led by central government to advance and overhaul the three waters sector and the resource management system are foremost among a suite of reform programmes that will reshape our system of local government. Three waters reform is the most imminent of these and we expect changes may happen within the next three years. The implications of three waters reform could be significant- it's possible that services across the country will be amalgamated into a much smaller number of providers, rather than individual councils taking responsibility. More recently, central government has initiated a broader independent review of local government to explore how the local democracy system needs to evolve over the next 30 years. We're open to change – provided it delivers better overall outcomes for our communities. During the coming three years we'll need to participate in, and prepare for, these reforms. We'll advocate strongly for the interests of our communities, and we'll keep you in the loop as these reforms progress.



# OVERVIEW OF THE BUDGET

## *Te tirohanga whānui o te mahere pūtea*

*We have thought carefully  
about how to keep our  
Long Term Plan budgets  
affordable, while also  
funding important work to  
deliver on the vision of  
'more life in life'*

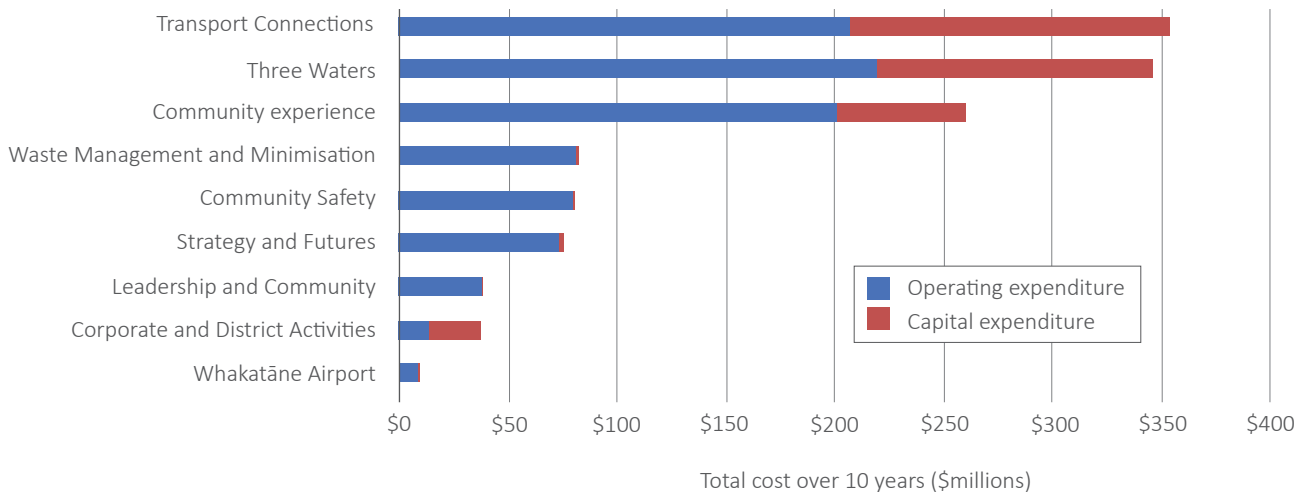


# WHAT WE'RE PLANNING TO SPEND OVER THE COMING 10 YEARS

## He aha te pūtea e whakapau ana i ngā tau tekau e heke mai nei?

Councils are now expected to deliver more, meet higher standards and achieve a wider range of outcomes for communities. This also means that costs and rates continue to increase over time. Even if we were to deliver exactly the same services over the next 10 years, rates would still need to increase because of inflation - for example, the increasing costs of concrete, pipes, labour and construction. We've thought carefully about how to keep our Long Term Plan budgets affordable, while also funding important work for the future of our communities.

The total cost of our Long Term Plan over the coming 10 years is \$1.28 billion. The chart below shows that over half (55 percent) of costs are to deliver three waters services and our transport programme, including transport connections. When we add the community experience budget, the total is around 75 percent of the total budget. Community experience includes parks, playgrounds, libraries, pools, the riverfront revitalisation project, the Whakatāne War Memorial Hall upgrade and our contribution to the Whakatāne Boat Harbour development.



### TOTAL COST OVER 10 YEARS:

**\$1.28 billion**

#### Capital expenditure: \$374 million

This is the cost of buying or building a new asset, renewing an existing asset, or improving an asset to deliver a better service (for example, upgrading a sewage treatment system).

#### Operating costs: \$903 million

Operating expenditure funds the day-to-day costs of delivering our services, maintaining existing assets, or other expenditure that does not buy or build a new asset.

Three-quarters of the budget is for:



# WHERE THE MONEY WILL COME FROM

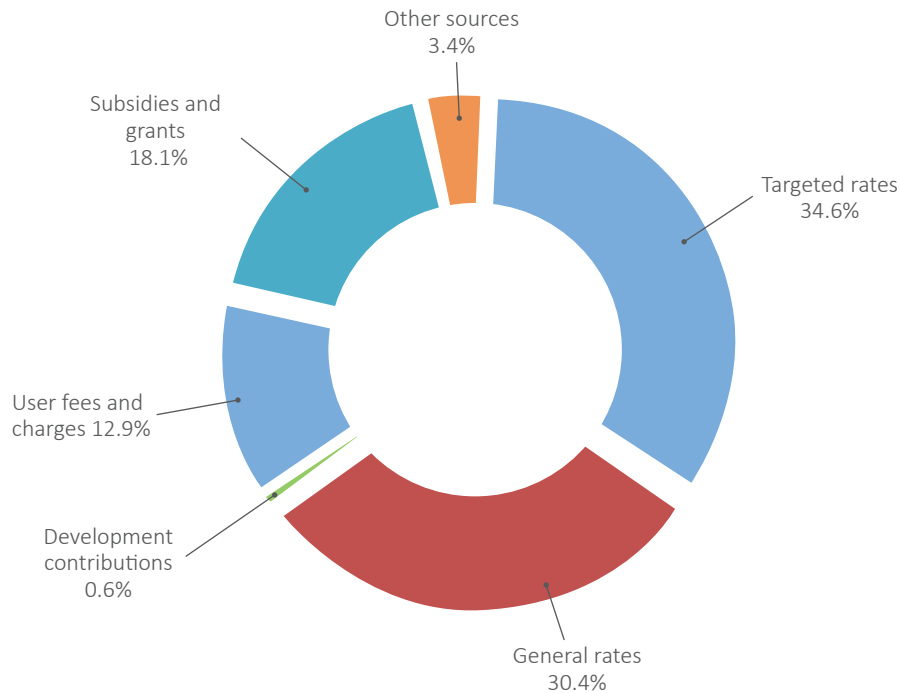
## *Ka ahu mai te pūtea i hea?*

Income from rates makes a very important contribution to the things our district needs, and to keep our communities vibrant. For example, rates help pay for services like water supply, sewerage systems, roads and footpaths, parks and playgrounds, community facilities like pools and libraries, and much more.

We aim to get money from other sources where we can, to help reduce the cost of services to ratepayers. Over the coming 10 years we expect around 65 percent of revenue to come from rates. Other funding sources include subsidies, grants, financial assistance rates and government partnerships and fees and charges.

## Sources of revenue to Council

This graph shows where revenue will come from over the 10 years covered by this Long Term Plan.



On average, each property's rates will contribute \$8.77\* per day towards the many services and facilities Council provides. Here's the breakdown:

You can find more information about each of the different areas below in the 'Our Groups of Activities' chapter of this LTP.

**\$0.59**

**Leadership and Community**

Local governance, partnerships and engagement and community development. (7 %)

**\$0.65**

**Community Safety**

Health and safety regulation, road safety and emergency management. (8 %)

**\$0.82**

**Waste Management and Minimisation**

Waste minimisation activities, kerbside waste collection, transfer stations and disposal. (9 %)

**\$0.97**

**Strategy and Futures**

Strategies, planning and policies to guide us including economic development, housing, climate change and others. (11 %)

**\$2.79**

**Three Waters**

Water supply, sewage treatment and disposal and stormwater systems. (32 %)

**\$1.95**

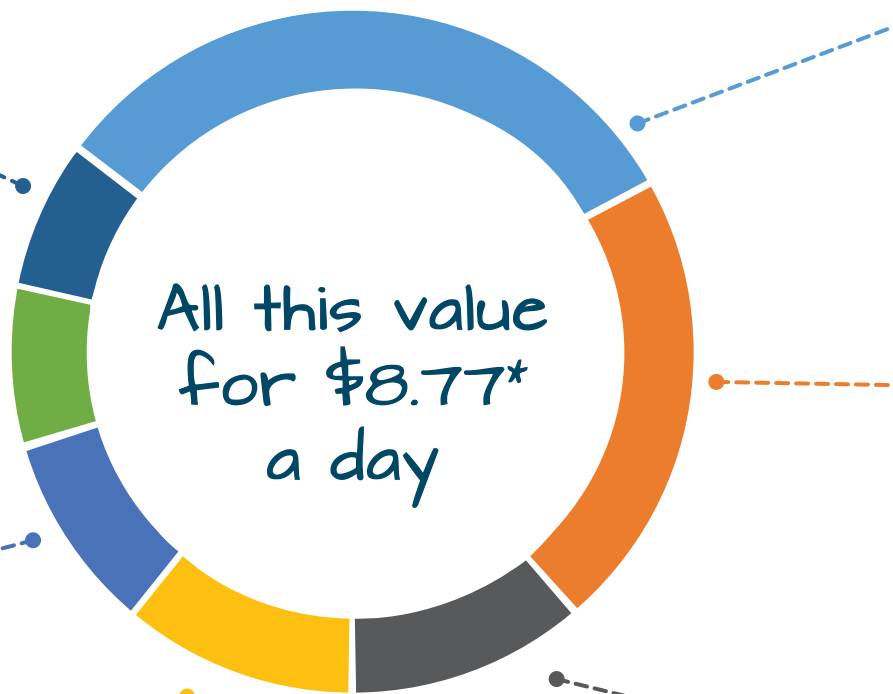
**Community Experience**

Parks, reserves, playgrounds, libraries, pools, halls, ports and harbour facilities. (22 %)

**\$0.99**

**Roads and Footpaths**

Roads, footpaths and cycleways. (11 %)



\*Note 1: This is an average calculated over all rateable properties and individual properties will vary. \*Note 2: \$8.77 per day is for the first year of the Long Term Plan (2021/22 year). By year 10 the average increases to \$10.92.

# RATES SMOOTHING

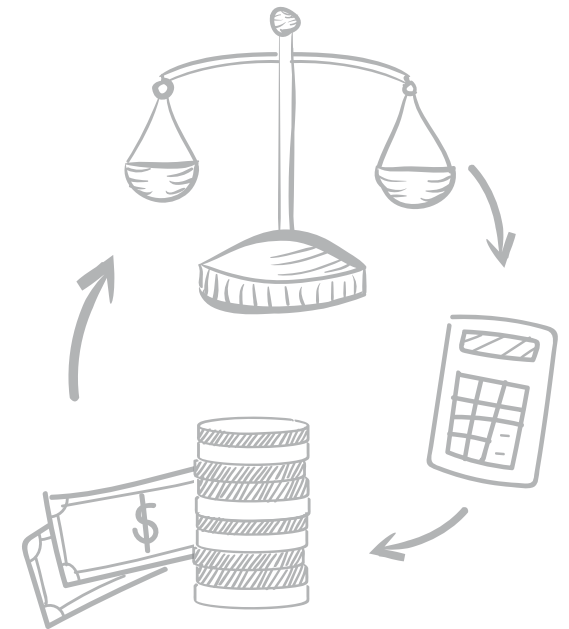
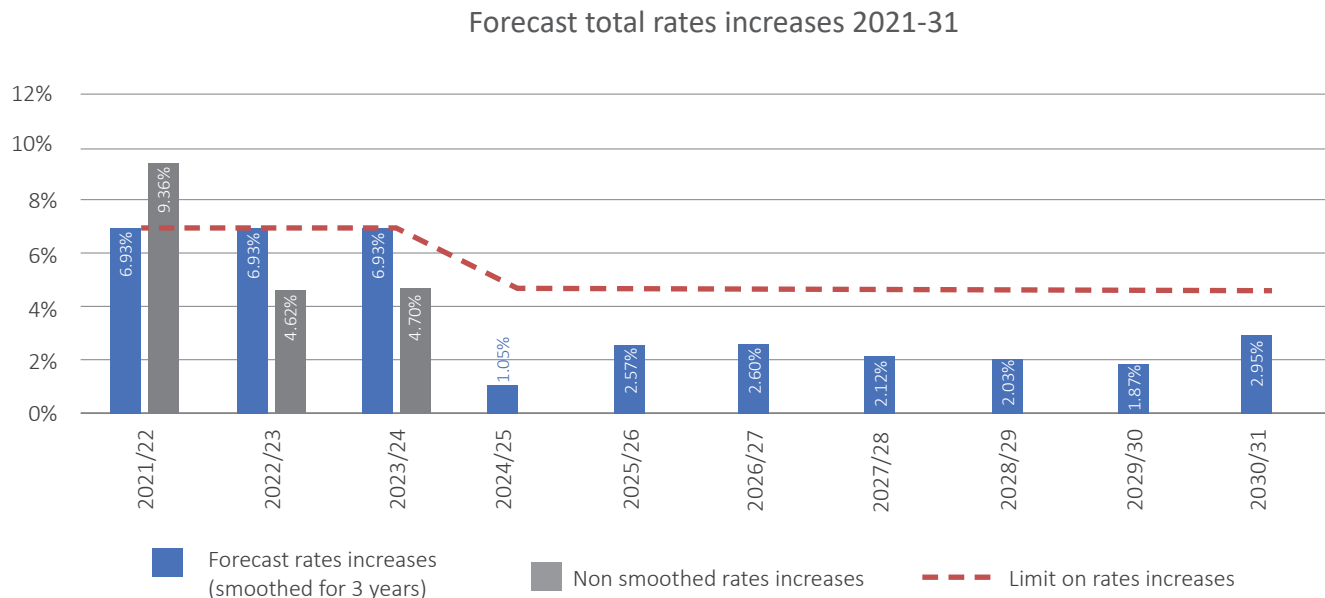
## *Ka whakapoua ngā tāke kaunihera*

Overall, we'll have similar total rates increases in each of the coming three years. This helps to smooth the rates increases, rather than facing a big increase in the first year followed by smaller increases in the following years. This 'smoothing' applies to the total rates collected by Council, and there will still be variability for individual households and properties.

The rates increases are higher in the first three years, compared to the following seven years of the plan. This is because the rates increases in the initial years prepare for the big costs coming in the three waters space, and for other key projects set out in this document. We've left headroom in the remaining years, because there's still planning that we need to do before making further big decisions through our next Long Term Plan in 2024.

### Forecast rates increases and limits

This graph shows the forecast rates increases for the coming 10 years. It compares the approach we've taken for smoothing rates against a non-smoothed approach. It also shows the limits we have set for rates increases. We won't go above these limits unless something extraordinary happens that we can't accommodate in the existing budget - like a natural disaster.



# USING DEBT WISELY

## Te tepenga taurewa

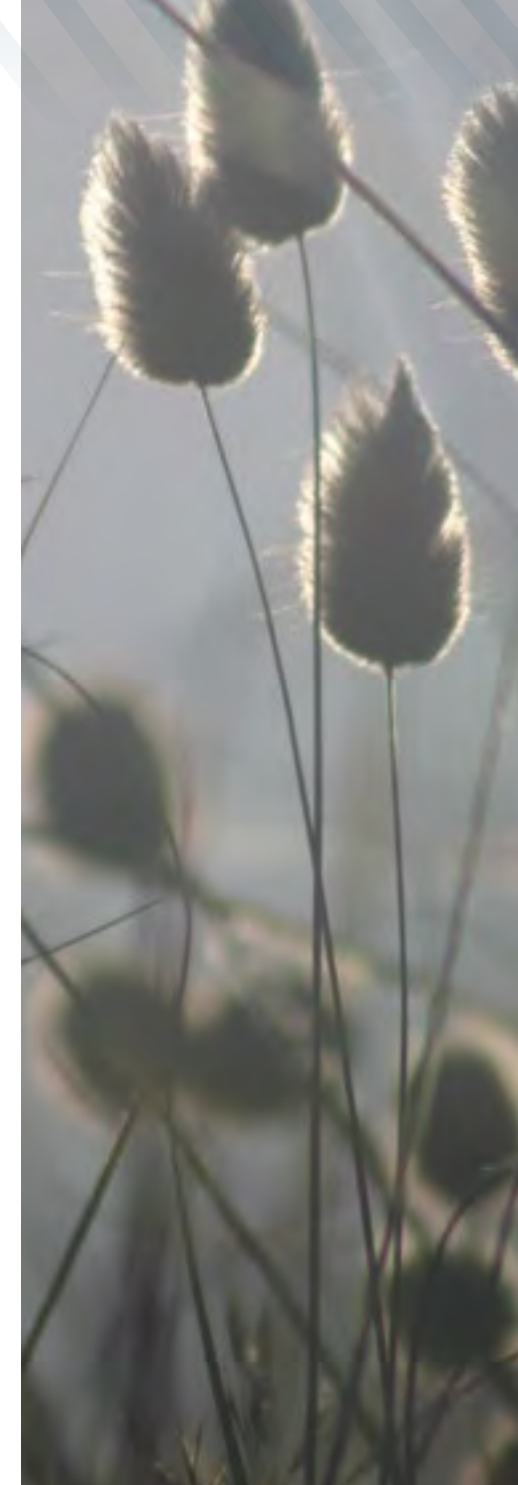
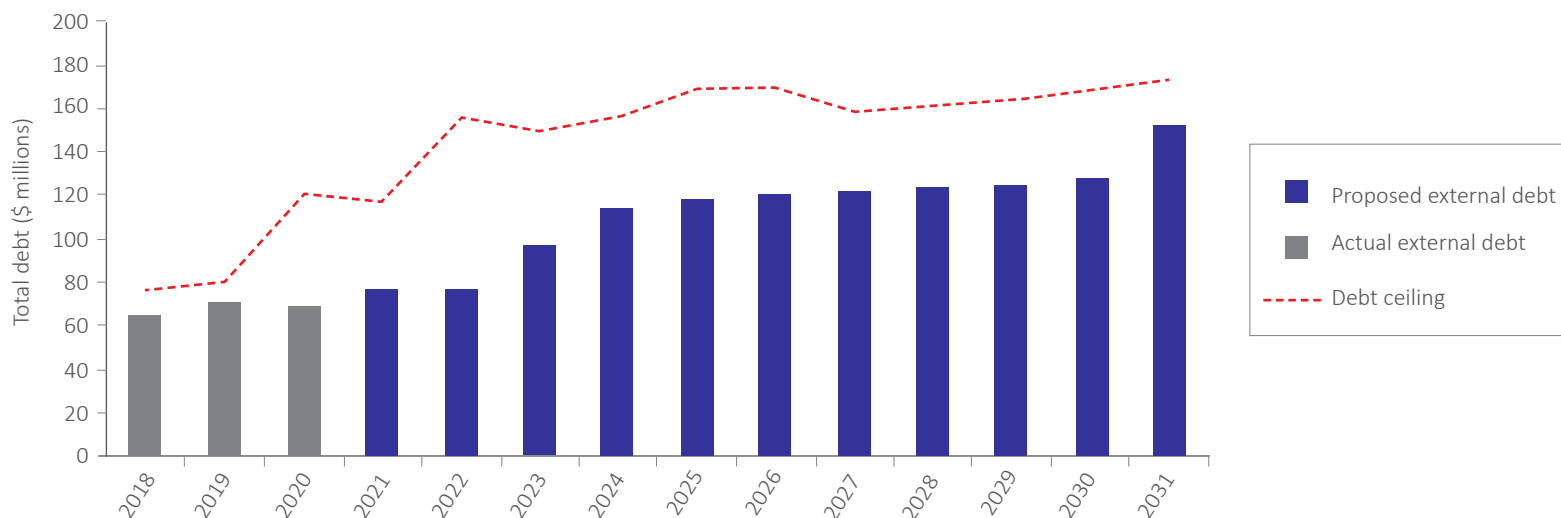


Borrowing money to pay for things over time means that current and future ratepayers are contributing to the costs of the services and facilities they are using and benefiting from. For example, some assets have a lifespan of more than 50 years, and debt helps spread costs between those using the assets now and those using them in future. Borrowing money to pay for things also means that we can deliver some projects that might otherwise be unaffordable. Now's a good time to use debt because interest rates are very low. This said, eventually interest rates will increase, and because debt is repaid through rates, we need to be mindful about how much we borrow. That's why we have a long-term view of debt and why we set a limit on how much we will borrow.

Through this Long Term Plan, we've increased our debt limit to 175 percent of total revenue (from 150 percent). The increased limit will allow us to deliver our infrastructure programme over the next 10 years. As well as providing the necessary funding for our infrastructure costs, this will provide some extra headroom in case we need to cope with unexpected costs. For example, in the past we've had to take extra borrowings to help manage the costs of natural disasters. The new limit we are proposing is still (very) financially sustainable, and in keeping with many other similar councils around Aotearoa New Zealand.

## Forecast debt and debt limits

This graph shows our projected levels of debt (closing debt position) over the coming 10 years and what our new debt limits looks like at 175 percent of total revenue.



A photograph of two mountain bikers riding away from the camera on a dirt trail through a lush forest. The forest is filled with tall trees and many ferns. Sunlight filters through the canopy, creating dappled light on the ground. The bikers are wearing helmets and casual riding gear. The overall scene is vibrant and natural.

# OUR POLICIES AND STRATEGIES

*Ngā kaupapa here  
me ngā rautaki*





# OUR POLICIES AND STRATEGIES

## *Ngā kaupapa here me ngā rautaki*

The LTP is supported by a number of policies and strategies. These help guide our planning in-line with our vision, community outcomes and strategic priorities. This chapter includes the policies and strategies we're required to publish in the Long Term Plan under the Local Government Act 2002. Other Council policies and strategies can be found at [whakatane.govt.nz/policies-and-bylaws](https://www.whakatane.govt.nz/policies-and-bylaws)

### **This chapter of the LTP includes:**

- **Infrastructure Strategy 2021-51** – this strategy outlines how we intend to manage infrastructure over the next 30 years
- **Financial Strategy 2021-31** – this strategy supports the delivery of Council activities and services in a manner that addresses rates affordability, and ensures that the Council remains in a long-term stable financial position.
- **Revenue and Financing Policy**- this policy outlines the choices we've made in deciding the appropriate funding sources for operating and capital expenditure, and how we have made these choices.
- **Financial Contributions for Roads and Public Reserves** – this sets out how monetary contributions will be charged for subdivision, development and use of land, towards the upgrading of roads, and for the acquisition of reserves and/or development of reserves
- **(Summary of) Significance and Engagement Policy** – this policy provides clarity about how and when communities can expect to be engaged in the Council decision-making process.



# INFRASTRUCTURE STRATEGY 2021-51

## *Te Rautaki Hangaroto 2021-51*

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## 1. INTRODUCTION TO THE INFRASTRUCTURE STRATEGY

### 1.1. Overview

The Whakatāne District faces a number of infrastructure challenges over the coming years. These include:

- Replacing and upgrading our infrastructure assets to ensure they are secure and resilient;
- Providing for increased population growth and planned development;
- Managing the effects of climate change and natural hazards;
- Reducing infrastructure impacts on our environment; and
- Enhancing the health and safety of our community.

Addressing all these challenges requires significant planning and investment decisions and action. Council will need to ensure that we balance affordability with the delivery of essential services and prioritisation of critical improvements that will enhance our district and help achieve our vision and communities' aspirations.

## 1.2. Purpose

The Infrastructure Strategy outlines how Council intends to manage infrastructure assets over the next 30 years. It outlines the Council's vision for our communities, identifies the significant infrastructure challenges and drivers in achieving that vision, and how the Council intends to address these through our long-term planning and investment.

Whakatāne District's Infrastructure Strategy focuses on the critical assets of drinking water supply; sewage treatment and disposal (wastewater); stormwater drainage - collectively known as 'three waters'; and the provision of transport connections. The Infrastructure Strategy has been developed as part of the Long Term Plan 2021-31.

## 1.3. Our changing context

Whakatāne is going through a time of great change, which brings an increased level of uncertainty about the future of our district. In particular, three key areas of change are:

- 1. Water reforms** are currently underway by central government, resulting in uncertainty about the future structure and operations of three waters management in our district. Given the early stages of this reform work, for the purpose of this Infrastructure Strategy, we have assumed that Council will continue to deliver our district's three waters services and maintain the associated assets.
- 2. Substantial growth** in our district was not predicted when the Council previously prepared a 30-year Infrastructure Strategy in 2018. However, the last few years have seen a significant change in our district's growth predictions. Due to this, our Council's focus over the coming three years will be to ensure we are well prepared to manage that growth prudently for the benefit of current and future ratepayers.
- 3. Climate change** projections suggest potentially significant impacts on the infrastructure in our district over the next 50-100 years and beyond. Whilst we don't currently have all the information needed to address the specific risks posed by climate change, the Council is proposing a project on Climate Change Adaptation over the next three years. This will enable us to develop a robust, community-led adaptation plan.

While we look to respond to these changes through projects included in this strategy, a focus for the coming three years will be completing comprehensive planning to enable us to be responsive and proactive in preparing for these changes through the 2024-54 Infrastructure Strategy.

## 1.4. COVID-19

The emergence of the COVID-19 pandemic has had a profound effect on a local, national and global scale. The Council must remain prepared to respond to any future outbreaks of COVID-19, or changes to the Ministry of Health's alert levels. A key focus during any COVID-19 related events (in addition to the Council's Civil Defence and Emergency Preparedness responsibilities) is the safe delivery of essential services and management of critical infrastructure and assets.

For the purposes of planning and budgeting, the assumption in the Long Term Plan 2021-31 is that the status of COVID-19 will not result in significant disruptions that would impact service delivery. However, if resurgences did eventuate, the Council's ability to provide a 'business-as-usual' Level of service might be affected.

Following the initial emergence of COVID-19, the Council put in place a Crisis Management Plan, reviewed Business Continuity Plans, and developed 'Control Plans' for each alert level. In the case of a COVID-19 resurgence, or changes in alert levels, these documents and advice from the Ministry of Health guide the Council's response. The Council remains vigilant with COVID-19 continuing to be an ever-present threat.

## 1.5. Investing to enhance the delivery of our services

Council is not proposing to significantly change any levels of service to the community as a result of the infrastructure that it provides. Our focus will be on ensuring the continuation of our renewals programme for our critical infrastructure.

We have a number of resource consents that expire in 2026, and will need to undertake investigations and infrastructure upgrades ahead of 2026 to ensure that our services maintain compliance. Further investigation will be required to understand whether any of these consent renewals will result in Level of service change to our communities. However, it is not our intention at this stage.

Council is very aware of the fact that there is population growth in the district proposed over the term of this infrastructure strategy. At this time, we are unclear on where exactly this growth will be, and what infrastructure investment will be required to service this growth. Council is committed to developing a spatial plan that will help to understand the demand for services and infrastructure in the future. The result of this will inform major decisions for our next Long Term Plan and Infrastructure Strategy.

There will be levels of service changes as a result of the following projects but these will be limited to localised areas;

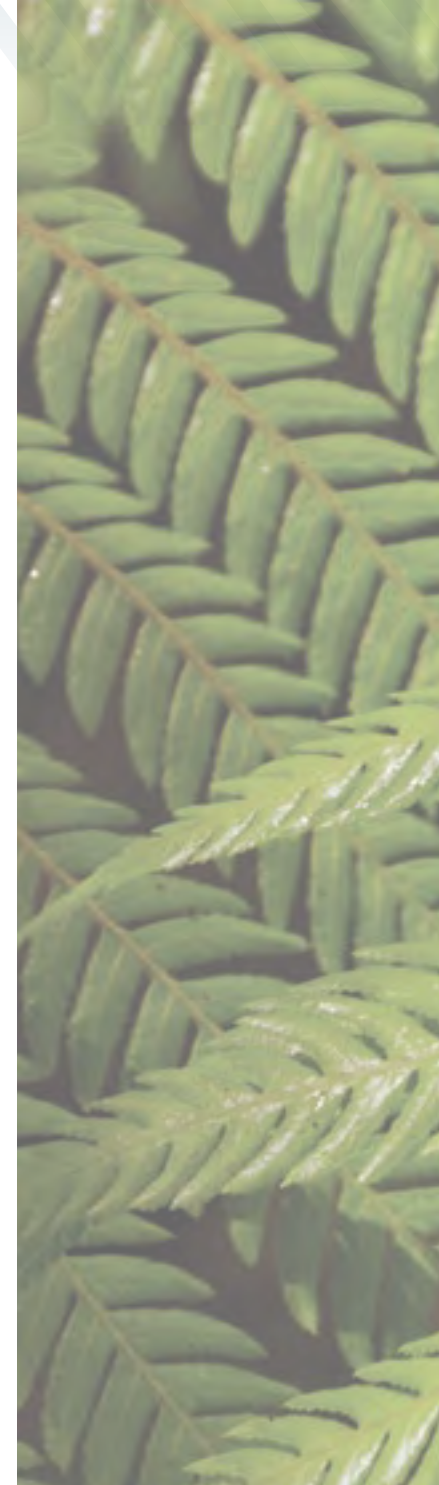
- Implementing the Active Whakatāne Strategy, which will contribute to walking and cycling improvements and will increase overall safety. Mainly within the Whakatāne urban area, with some investment also in smaller rural towns.
- Re-establishing the road seal extension programme to improve health, wellbeing, and safety for rural communities.
- Implementing a new reticulated wastewater scheme for the Matatā community will help mitigate health and environmental risks and enable growth.

## 1.6. Planning for the Long Term

The introductory chapter to Council's Long Term Plan 2021-31 sets out the Council's strategic direction including the vision and eight priorities for the future of our district. The strategic direction has been developed to recognise community aspirations for the future of our district, and to address big challenges and opportunities facing our communities.

This infrastructure strategy seeks to address the challenges and opportunities, and deliver on the strategic direction as it pertains to Council's infrastructure assets (information about specific infrastructure challenges can be found later in this strategy).

The Council's strategic direction, and this infrastructure strategy, acknowledge that our context is changing rapidly and the resulting uncertainty means that as we learn more, our plans will need to adapt. This is not a concept new to infrastructure planning with many assets having a long life (i.e. 80- 100 years), requiring the Council to plan for, invest in, maintain and renew assets over a long-term horizon.



## 2. SIGNIFICANT INFRASTRUCTURE CHALLENGES

This strategy identifies five significant infrastructure challenges for the district over the next 30 years.

<p><b>CHALLENGE ONE</b> Ensuring the security and resilience of our infrastructure</p>	<p>A large number of the Council’s core infrastructure assets are coming to the end of their useful life and will need replacing within the 30 year period of this strategy. There are also a number of source water supply issues and vulnerabilities that need to be addressed.</p>
<p><b>CHALLENGE TWO</b> Providing infrastructure for our growing population</p>	<p>Since 2013, the Whakatāne District has experienced increased population growth. This growth is expected to continue over the next 30 years.</p>
<p><b>CHALLENGE THREE</b> Responding to climate change and natural hazards</p>	<p>Climate change and natural hazards are already affecting our communities, with impacts of climate change expected to increase in frequency and magnitude over time</p>
<p><b>CHALLENGE FOUR</b> Reducing the environmental impact of our infrastructure</p>	<p>The design and operation of the Council’s infrastructure is a key contributor to our environmental footprint.</p>
<p><b>CHALLENGE FIVE</b> Enhancing the health and safety of the community</p>	<p>The community expects certain levels of service from Council provided infrastructure and services, many of which have a strong health and safety focus.</p>

### Notes to this section

<p>Key for ‘Cost Scale of Options’</p>	<p>Low Up to \$5.0 million Medium \$5.0 – \$20.0 million High Over \$20.0 million</p>
<p>Financial Forecasts</p>	<p>Projects proposed in the early years of the Infrastructure Strategy have a higher degree of financial and timing certainty, often due to the work being planned, scoped and estimated. Project estimates in the later years of the Infrastructure Strategy (years 11 – 30) are less certain financially and in terms of timing.</p> <p>The cost and timings defined in this strategy are the Council’s reasonable expectation of the capital investment required to maintain, grow and operate our critical infrastructure assets, based on best available information.</p>



## 3. CHALLENGE ONE: Ensuring the security and resilience of our infrastructure

### 3.1. Introduction to challenge one

A significant proportion of Council business is in the operation and maintenance of infrastructure. The Council manages more than \$567 million of infrastructure assets (as at 1 July 2020). With much of the district's infrastructure built in the 1950s to 1970s, a large number of the Council's core infrastructure assets are coming to the end of their useful life and will need to be replaced within the 30-year period of this strategy.

The Council has robust Asset Management Plans in place for core infrastructure to ensure it's well-maintained, has a long-term prioritised programme of works and that the 'whole of life' costs are balanced and shared across multiple planning periods.

The Council undertakes continuous monitoring of its assets, including forecasting models to plan long-range renewal requirements and to ensure appropriate funding is in place.

Environmental standards continue to increase regarding the quality of water that we discharge around the district. Conforming to these higher standards will be a requirement within the term of the 2021-31 Long Term Plan for three waters services (water supply, stormwater and wastewater), which will necessitate a significant amount of work, including upgrades to our wastewater treatment plants in order to gain consents from Bay of Plenty Regional Council.

#### Three Water Reforms

In July 2020, the Government initiated the Three Waters Reform Programme to reform local government three waters service delivery arrangements.

One of the possible outcomes of this reform is that the management and operation of the three water assets may move to another agency. The outcomes of this reform are not included in this Long Term Plan, as there are currently a number of uncertainties around the final outcome. Council's 2024-34 Long Term Plan will include any planning and investment requirements associated with the final determinations from the reform.

#### SUPPORTING COUNCIL STRATEGIES AND PLANS

**Asset Management Plans** provide an outline of the works required for each of the key asset activities in order to prudently manage infrastructure and deliver essential services to the community.

**Comprehensive Stormwater Catchment Strategy** outlines the best options and techniques for the future management of stormwater. It also supports Council's Comprehensive Stormwater Consent processes with Bay of Plenty Regional Council.

## 3.2. Significant investment decisions - New wastewater and stormwater consents required

The Council will need to obtain new wastewater consents for discharging treated wastewater, with existing consents expiring in 2026. Stormwater discharge consents will also need to be obtained over the 10 year Long Term Plan period.

The extent of the works required for new consents to meet any new compliance requirements is currently unknown. Work scheduled through the Long Term Plan 2021-31 will identify consent conditions and upgrade requirements to our infrastructure.

**Date decisions required:** 2025/26 for wastewater consents; 2021/31 for stormwater consents

**Key options for decisions:** Treatment plant upgrades

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Retain and upgrade current infrastructure i.e. oxidation ponds.	<ul style="list-style-type: none"> <li>Large land footprint to undertake operations.</li> <li>Difficulty capturing methane emissions.</li> <li>Ongoing challenges to meet odour control requirements.</li> </ul>	Medium - High
Construct new package treatment plants and decommission existing infrastructure.	<ul style="list-style-type: none"> <li>Significant investment required that could be potentially unaffordable for the district.</li> <li>Improved environmental standards and operations.</li> <li>Allows partial methane capture.</li> <li>May release land for other uses.</li> </ul>	High
Combine various schemes into fewer systems.	<ul style="list-style-type: none"> <li>Adds complexity to the current system.</li> <li>Possible cultural sensitivity in terms of the movement of wastewater.</li> <li>May be more 'efficient'.</li> <li>Potential delays to decision making due to multiple schemes and affected communities.</li> </ul>	High
<p>The determination of a preferred option is subject to further scientific analysis, engagement and consultation with Council, whānau, hapū and iwi, and the community. For this Long Term Plan, the 'Retain and upgrade current infrastructure i.e. oxidation ponds' option has been included in the draft budget.</p>		

## Significant projects and programmes

Further planning and investment will be required to meet resource consent conditions including relevant upgrades. These will inform future Long Term Plans and supporting Infrastructure Strategies. Treatment plant upgrades are based on the best available information at the time of this strategy development.

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Wastewater resource consent process <ul style="list-style-type: none"> <li>Whakatāne</li> <li>Edgecumbe</li> <li>Murupara</li> <li>Tāneatua</li> </ul>	<ul style="list-style-type: none"> <li>Level of service</li> <li>Renewal</li> </ul>	\$1.8 million	\$2.4 million	-	-
Wastewater resource consent upgrades	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	-	\$270,000	\$7.4 million	
Wastewater treatment plant upgrades <ul style="list-style-type: none"> <li>Whakatāne</li> <li>Edgecumbe</li> <li>Murupara</li> <li>Te Mahoe</li> <li>Ōhope</li> </ul>	<ul style="list-style-type: none"> <li>Level of service</li> <li>Renewal</li> </ul>	\$1.4 million	\$5.3 million	\$17.6 million	\$11.5 million
Stormwater resource consent process <ul style="list-style-type: none"> <li>Edgecumbe</li> <li>Matatā</li> <li>Murupara</li> <li>Ōhope</li> <li>Tāneatua</li> <li>Te Teko</li> <li>Te Mahoe</li> <li>Whakatāne</li> </ul>	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$370,000	\$2.18 million	\$370,000	\$1.7 million
Stormwater study	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$100,000	-	\$5.6 million	-
Water supply resource consent process	<ul style="list-style-type: none"> <li>Level of service</li> <li>Renewal</li> </ul>	\$30,000	\$475,000	-	\$530,000



### 3.3. Significant investment decisions - Renewing our ageing assets

Council has an ongoing programme of renewals for its infrastructure assets. During each Long Term Plan, Council is required to reconfirm the level of funding for these.

**Date decision required:** Every three years, within the Long Term Plan.

#### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Lower scale implementation of renewals programme. i.e. lower investment than that described in the significant projects table below.	<ul style="list-style-type: none"> <li>• Level of service decreases – water – drinking water standards compliance and water losses.</li> <li>• Level of service decreases – wastewater – satisfaction, dry weather overflows and resource consent breaches.</li> <li>• Lower system and infrastructure standards achieved.</li> <li>• Increased risk of failure with operations and maintenance implications.</li> </ul>	Medium
Medium scale implementation of renewals programme. i.e. investment described in the significant projects table below.  This option is the preferred and most likely scenario.	<ul style="list-style-type: none"> <li>• No change to level of service</li> <li>• Bring system and infrastructure up to a higher standard at a quicker pace.</li> <li>• Decreased risk of failure.</li> </ul>	High
Higher scale implementation of renewals programme. i.e. higher investment than that described in the significant projects table below.	<ul style="list-style-type: none"> <li>• Level of service – increases water.</li> <li>• Level of service – increases wastewater – satisfaction, dry weather overflows and resource consent breaches.</li> <li>• Deliver robust fit-for purpose system and infrastructure.</li> <li>• Decreased operational and maintenance costs over time.</li> <li>• Significant investment required that could be potentially unaffordable for the district.</li> </ul>	High

## Significant projects and programmes

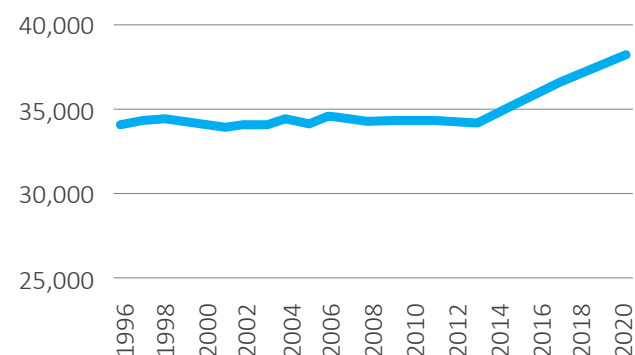
PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Transport renewals <ul style="list-style-type: none"> <li>• Roads</li> <li>• Structures</li> <li>• Drainage</li> <li>• Traffic</li> <li>• Footpaths and parking</li> </ul>	<ul style="list-style-type: none"> <li>• Renewal</li> </ul>	\$17.3 million	\$48 million	\$109 million	\$121 million
Wastewater mains and network renewals <ul style="list-style-type: none"> <li>• Whakatāne</li> <li>• Equalised</li> <li>• Ōhope</li> </ul>	<ul style="list-style-type: none"> <li>• Renewal</li> </ul>	\$900,000	\$9.3 million	\$26.8 million	\$21 million
Water network renewals	<ul style="list-style-type: none"> <li>• Renewal</li> </ul>	\$2.4 million	\$9.0 million	\$14.6 million	\$18.8 million

## 4. CHALLENGE TWO: Providing infrastructure for our growing population

### 4.1. Introduction to challenge two

The Whakatāne district's population trend over the past two decades was a static and/or reducing population. This differed geographically. This trend has dramatically reversed in the past seven years, with the district seeing significant lifts in property values, high property demand, and consistent annual increases in the population.

**Actual district population 1996 - 2020**



Analysis suggests the district is experiencing a housing shortage and will need approximately 1,200 new dwellings within the next 10 years. A total of 3,600 new dwellings will be required over the next 30 years.

While the Council has most of the infrastructure necessary to service a stable population base, pressure for new and improved assets and services has come from population growth.

Planning for this future development will require investment in upgrades and extensions to existing infrastructure as well as the provision of new infrastructure to service new development areas.

Additionally, new investment in drinking water supply and wastewater (sewage) treatment, along with improvements to the quality of stormwater and wastewater outfalls/discharges is required over the next 10 year period. Furthermore, renewal of wastewater consents in 2026 will likely result in the need to comply with increased standards regarding wastewater treatment and discharge.

There is some capacity within the Council's current infrastructure system to manage increased service demand in the short-term. However, timely planning and implementation of growth-related projects are required throughout the Long Term Plan 10-year period to manage ongoing and increased demand.

Currently, Whakatāne / Ōhope drinking water is supplied from one river source with capacity available for just over 24 hours worth of water storage. These current constraints pose a risk to service levels, should the projected future growth and development materialise, increasing the demands on this service. To reduce this risk, Council is investigating significant investment in an alternative water supply in 2031-39 at a cost of \$150 million (including inflation).

The National Policy Statement on Urban Development (NPS-UD) requires Councils to provide sufficient land for residential and business

development that is zoned appropriately and has the necessary infrastructure in place. This has financial implications for the Council due to new infrastructure needing to be constructed before costs can be recouped, either through rates or development and/or financial contributions.

Council is yet to identify specific locations for future development. However, the Council is currently working with our regional partners on a Future Development Strategy and Eastern Bay of Plenty Spatial Plan, which will identify locations within the district and wider Eastern Bay of Plenty to be considered for future development. This work will be completed in 2021/22.

#### **Supporting Council strategies and plans**

- **Whakatāne District Plan** provides an outline for each of the key asset activities of the works required to prudently manage infrastructure and deliver essential services to the community.
- **Future Development Strategy (in development)** will set out how sufficient development capacity will be provided for across the Whakatāne District in the medium-term and long-term.
- **Eastern Bay of Plenty Spatial Plan (in development)** will set out a comprehensive long-term strategy for the future growth and development of Whakatāne.
- **Whakatāne Access Strategy (in development)** will guide future decisions regarding vehicular movement into and around the Whakatāne township, with an intent to reduce single occupancy vehicle use.

## 4.2. Significant investment decisions - Upgrade three waters infrastructure to meet higher standards and create new assets to provide for growth

Higher quality standards are required for each of the three water services in the 2021-31 Long Term Plan term. Also, many of the assets are either nearing the end of their life or require capacity upgrades and/or expansions in order to manage the forecast growth and development in some communities.

To respond to these pressures, Council is investigating significant investment in an alternative water supply in 2031-39 at a cost of \$150 million.

**Date decisions required:** from 2023/24

### Key options for decisions

#### New equalised water source and treatment plant

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Retain and upgrade current infrastructure	<ul style="list-style-type: none"> <li>Vulnerability to seismic risk not resolved.</li> <li>Significant upgrade required to existing aged plant.</li> </ul>	Medium - High
Construct new treatment plants and decommission existing infrastructure	<ul style="list-style-type: none"> <li>New plant able to accommodate future drinking water standards.</li> <li>Meet new environmental discharge standards.</li> <li>Significant investment required that could be potentially unaffordable for the district.</li> </ul>	High
Interlink various existing schemes	<ul style="list-style-type: none"> <li>Increased resilience of multiple drinking water sources.</li> <li>High cost of interlinking trunk mains.</li> <li>Significant investment required that could be potentially unaffordable for the district.</li> </ul>	High
<p>The determination of a preferred option is subject to further scientific analysis, engagement and consultation with Council, whānau, hapū and iwi, and the community. For this Long Term Plan, the 'Construct new treatment plants and decommission existing infrastructure' option has been included in the draft budget.</p>		

## New equalised wastewater treatment plants

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Retain and upgrade current infrastructure i.e. oxidation ponds	<ul style="list-style-type: none"> <li>• Large land footprint to undertake operations.</li> <li>• Difficulty capturing methane emissions.</li> <li>• Ongoing challenges to meet odour control requirements.</li> </ul>	Medium- High
Construct new package treatment plants and decommission existing infrastructure.	<ul style="list-style-type: none"> <li>• Significant investment required that could be potentially unaffordable for the district.</li> <li>• Improved environmental standards and operations.</li> <li>• Allows partial methane capture.</li> <li>• May release land for other uses.</li> </ul>	High
Combine various schemes into fewer systems.	<ul style="list-style-type: none"> <li>• Adds complexity to the current system.</li> <li>• Possible cultural sensitivity in terms of the movement of wastewater.</li> <li>• May be more 'efficient'.</li> <li>• Potential delays to decision making due to multiple schemes and affected communities.</li> </ul>	High
<p>The determination of a preferred option is subject to further scientific analysis, engagement and consultation with Council, whānau, hapū and iwi, and the community. For this Long Term Plan, the 'Retain and upgrade current infrastructure i.e. oxidation ponds' option has been included in the draft budget.</p>		

## Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
New equalised water source and treatment plant	<ul style="list-style-type: none"> <li>• Level of service</li> <li>• Growth</li> </ul>	-	\$3.3 million	\$146.5 million	-
New equalised wastewater treatment plants	<ul style="list-style-type: none"> <li>• Level of service</li> <li>• Growth</li> </ul>	-	\$38.6 million	\$26.9 million	-

## 4.3. Significant investment decisions - Upgrade Landing Road and Keepa Road

Landing Road is the key arterial into and through Whakatāne town centre and surrounding urban areas. It is a key connector to surrounding Whakatāne communities and neighbouring districts. Landing Road requires investment as the district grows to ensure the route remains efficient in the movement of people and goods. The Access Whakatāne Strategy may identify other improvement opportunities in response to traffic congestion around the Whakatāne Bridge.

The bridge into Whakatāne town continues to be of high community interest because of peak congestion and vulnerability to natural hazards. The bridge is a central government asset as part of the state highway network, but is not a high priority for Waka Kotahi NZ Transport Agency among other transport challenges facing our country. This means funding for a solution would have to come from our ratepayers. For this reason, we have not included budget for a new or improved bridge into our Long Term Plan - it is simply unaffordable. However, as a key priority for our community, we will continue to strongly advocate our concerns to Waka Kotahi around resilience and growth.

Keepa Road is located on the edge of the Whakatāne urban area and is the main access to the business and residential growth areas of Coastlands and Piripai. It will also support the new Boat Harbour Development on the Whakatāne riverfront. Keepa Road requires investment to upgrade the road's overall network function and capacity to support the district's growth.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Continue with current levels of service for maintenance and operations programme on strategically identified transport corridors.	<ul style="list-style-type: none"> <li>Decreased Level of service as use increases resulting in increased congestion and efficiency issues.</li> <li>Increased impacts on operations and maintenance of key strategic routes.</li> <li>Does not plan or cater for projected growth.</li> </ul>	Low
Increase levels of service including improvements, maintenance and operations on strategically identified transport corridors. This options is preferred as the most likely scenario.	<ul style="list-style-type: none"> <li>Caters to and plans for projected growth.</li> <li>Ensures efficient movement of people and goods within and through Whakatāne.</li> <li>Meets Waka Kotahi NZ Transport Agency classification standards and customer levels of service.</li> </ul>	Medium

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Landing Road roundabout upgrade	<ul style="list-style-type: none"> <li>Level of service</li> <li>Growth</li> </ul>	\$2.1 million	-	-	-
Urban arterial route and intersection Improvements	<ul style="list-style-type: none"> <li>Level of service</li> <li>Growth</li> </ul>	\$2.2 million	-	-	-
Keepa Road upgrade	<ul style="list-style-type: none"> <li>Growth</li> </ul>	\$390,000	\$3.6 million	-	-



## 5. CHALLENGE THREE: Responding to climate change and natural hazards

### 5.1. Introduction to challenge three

Climate change is already affecting our communities with impacts expected to increase in magnitude and extent over time. Climate change risks are likely to be significant in parts of the Whakatāne District, such as inundation and erosion risk to our coastal areas. Large parts of the district are low-lying and susceptible to flooding, while periods of drought and extreme temperatures are also impacting our three waters operations.

In addition to climate change, natural disasters and events also pose a serious challenge for the Whakatāne District and often result in significant ongoing costs. Council needs to ensure our infrastructure networks can withstand these events and don't fail.

As much of the Rangitāiki Plains is low-lying, changes to groundwater levels could have a significant impact on Council's transport and three waters infrastructure and assets. Within the next two years, Council will identify potential effects of climate change on our infrastructure; for example, coastal inundation and groundwater levels in the district.

Through the development of the Comprehensive Stormwater Catchment Strategy, Council has been investigating options to manage stormwater including increasing capacity of our network to manage more severe and more frequent events.

#### **Supporting council strategies and plans**

**Climate Change Strategy** provides clear direction, including a range of action plans that identify initial actions the Council is committed to undertaking over the short-term, medium-term and long-term to increase the resilience of our transport and three waters infrastructure against the potential impacts of climate change.

**Climate Change Adaptation Plan (proposed)** will build on the Climate Change Strategy and identify communities and Council infrastructure at highest risk from climate change, prioritise risk and identify appropriate community-led adaptation plans and works required to Council's infrastructure. This will inform the Infrastructure Strategy 2024-54.

**Comprehensive stormwater catchment strategy** outlines the best options and techniques for the future management of stormwater. It also supports Council's Comprehensive Stormwater Consent processes with Bay of Plenty Regional Council.

## 5.2. Significant investment decisions - Manage security of reservoirs against natural hazards

Council's water reservoirs are coming to the end of the asset life cycle and are susceptible to natural hazard events, such as earthquakes.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Current levels of service maintained with no intervention.	<ul style="list-style-type: none"> <li>Relatively frequent outages – 'no water' events.</li> <li>Frequent 'low pressure' events.</li> <li>Inability to plan for and cater for growth.</li> <li>Decreased resilience in the system as more intervention is required.</li> </ul>	Low
Moderate increase to storage levels. (Moderate option is preferred as the most likely scenario).	<ul style="list-style-type: none"> <li>Caters for and plans for projected growth.</li> <li>Increased resilience in the system for efficient use and access to drinking water.</li> <li>Fewer no water and low pressure events.</li> </ul>	Medium
High increase to storage levels.	<ul style="list-style-type: none"> <li>Water resource available at all times.</li> <li>Increased storage not required at this level to plan for or cater for growth.</li> <li>Increased costs possibly unaffordable for the district.</li> </ul>	High

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Water storage schemes and renewals <ul style="list-style-type: none"> <li>Equalised scheme</li> <li>Murupara</li> <li>Plains</li> <li>Otumahi</li> </ul>	<ul style="list-style-type: none"> <li>Level of service</li> <li>Renewal</li> <li>Growth</li> </ul>	\$5.2 million	\$6.2 million	\$13.8 million	\$10.2 million



## 5.3. Significant investment decisions - Increase stormwater levels of service in high risk areas

In the future, the Whakatāne District is projected to have longer dry periods as well as increased events of extreme rainfall. Increased flooding events across the district requires upgrades to existing infrastructure to ensure resilience and security of service.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Current levels of service maintained with no interventions.	<ul style="list-style-type: none"> <li>Increased flooding events as land use intensifies and more severe and more frequent events occur.</li> <li>Little resilience in the system as low cost interventions not pursued.</li> </ul>	Low
Moderate increases to levels of service. (This option is the preferred and most likely scenario)	<ul style="list-style-type: none"> <li>Fewer and less severe flooding events.</li> <li>Caters for and plans for projected growth.</li> <li>Increased resilience in the system for efficient collection, treatment and discharge of stormwater.</li> </ul>	Medium
High increases to levels of service.	<ul style="list-style-type: none"> <li>Minimal flooding events at all times.</li> <li>Increased costs, possibly unaffordable for the district.</li> </ul>	High

## Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Whakatāne western catchment stormwater upgrade	<ul style="list-style-type: none"> <li>• Renewal</li> <li>• Level of service</li> <li>• Growth</li> </ul>	\$4.5 million	-	-	-
Whakatāne stormwater pipe and pump upgrades	<ul style="list-style-type: none"> <li>• Level of service</li> <li>• Renewal</li> </ul>	\$850,000	\$980,000	\$2.6 million	\$2.3 million
Riverside Drive stormwater pump station upgrade	<ul style="list-style-type: none"> <li>• Level of service</li> <li>• Renewal</li> </ul>	-	-	\$2.2 million	-
Apanui Linear Park stormwater upgrades	<ul style="list-style-type: none"> <li>• Level of service</li> </ul>	\$1.5 million	\$80,000	-	-
Awatapu Lagoon wetland construction	<ul style="list-style-type: none"> <li>• Level of service</li> </ul>	\$2.1 million	-	-	-



## 6. CHALLENGE FOUR: Reducing the environmental impact of our infrastructure

### 6.1. Introduction to challenge four

The design and operation of our existing and future infrastructure has a major impact on our environmental footprint. Council needs to minimise these impacts in the future through our infrastructure provision and operations.

Environmental standards continue to increase regarding the quality of water that we discharge into our waterways or the ocean. Council is investigating options to upgrade treatment plants to ensure that water is at or above the appropriate standard before it reaches our waterways.

These upgrades are required for the Council to gain new consents from the Bay of Plenty Regional Council. In addition, there is a strong need to provide wastewater networks for communities that are not currently serviced by a reticulated wastewater scheme, due to environmental concerns.

The largest source of emissions for the Council comes from wastewater treatment plants. Over the next 5-10 years, the Council will need to significantly upgrade the sewage treatment facilities across the district to meet more stringent environmental standards. This presents an opportunity to look at how the Council can reduce emissions from the wastewater treatment plants.

Transportation represents 14 percent of the Council's emissions and is the third largest emissions sector for the district overall. The majority of transport emissions result from petrol and diesel consumed by road transport. The Council has set ambitious targets for the organisation and the wider district to reduce environmental impacts through the reduction of harmful greenhouse gas emissions.

#### **Supporting Council strategies and plans**

**Active Whakatāne Strategy** encourages all active modes of transport from public transport to cyclists to pedestrians. The strategy aims to make it easier and safer for residents to travel without needing to use a car.

**Climate Change Strategy and Action Plans** provide clear, ambitious targets including to become a carbon zero organisation by 2030 (excluding biogenic methane). The Action Plans define specific actions to help Council achieve this target.

## 6.2. Significant investment decisions - New wastewater scheme

The Council has been investigating options to implement a new reticulated wastewater scheme for the Matatā community over a number of years. The scheme will help mitigate health and environmental risks from current practices, support whānau, hapū and iwi aspirations for environmental protection and increase the security and resilience of the system. Recently, further work has been undertaken to consider options that are fit for purpose.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Continue with the current wastewater system operations and practices in Matatā i.e. septic tanks.	<ul style="list-style-type: none"> <li>Increased public health and environmental risks.</li> <li>Won't meet Bay of Plenty Regional Council regulations and compliance.</li> <li>Cultural sensitivities with the operations and management of wastewater.</li> </ul>	Low
Implement a new solution to manage and dispose of wastewater in Matatā. (This option is the preferred and most likely scenario).	<ul style="list-style-type: none"> <li>Increased resilience in the system,</li> <li>Decreased environmental and public health incidents and risks.</li> <li>Cultural sensitivities with the operations and management of wastewater.</li> <li>Meet Bay of Plenty Regional Council new standards and regulations.</li> </ul>	High

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Matatā wastewater scheme	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$4.4 million	\$14.6 million	-	-

## 6.3. Significant investment decisions - Disposal of filtration residues

Council is reviewing its current practices of disposing of drinking water filtration residues, to meet increased standards and reduce environmental impacts.

**Date decisions required:** 2022/23

**Key options for decisions include**

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Do nothing.	<ul style="list-style-type: none"> <li>Continuing discharge of filtration residues to the Whakatāne river.</li> <li>Unlikely to be consented.</li> </ul>	Low
Progress sludge treatment project. (This option is the preferred and most likely scenario).	<ul style="list-style-type: none"> <li>Meet appropriate standards and practices.</li> </ul>	Medium

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Whakatāne sludge treatment	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$1.9 million	\$1.1 million	-	-

## 6.4. Significant investment decisions - Improving mode shift in our urban areas

As Whakatāne grows, moving people differently from private vehicles to alternative modes (public transport, cycling, walking, micro-mobility) has become increasingly important for the district, especially within and connecting our town centre and communities.

Implementing the Active Whakatāne Strategy is a key Council priority to help create a healthier, more active community, achieve our climate change targets and increase the safety of non-vehicle users getting around our district.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Continue with primarily roading improvement-related interventions that prioritises vehicles.	<ul style="list-style-type: none"> <li>Not aligned with central government direction and priorities around mode shift, emission reduction and alternative transport choice.</li> <li>Increased congestion on key transport corridors as more people drive.</li> <li>Increased costs to operate and maintain the transport system over time.</li> </ul>	Medium
Increase transport options and choice within Whakatāne to move people and goods. (This options is the preferred and most likely scenario).	<ul style="list-style-type: none"> <li>Aligns with central government direction and priorities.</li> <li>Supports and plans for growth-related travel.</li> <li>Increases community's choice and options to access and be able to live, learn, work and play.</li> </ul>	Medium

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Active Whakatāne implementation	<ul style="list-style-type: none"> <li>Level of service</li> <li>Growth</li> </ul>	\$3.1 million	\$8.3 million	\$7 million	

## 6.5. Significant investment decisions - Road sealing programme

Environmental impacts from unsealed roads, i.e. dust, noise and vibration, has ongoing harmful effects on people and the environment. Previous Long Term Plans have not included a reseal programme for the district's unsealed roading network. Council is looking to re-establish this programme.

**Date decision required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Continue with no road seal extension programme.	<ul style="list-style-type: none"> <li>Increased noise, dust and vibration impacts to communities and businesses.</li> <li>No additional cost to current transportation programme.</li> </ul>	Low
Re-establish a road seal extension programme within Council's transportation programme. (This option is the preferred and most likely scenario).	<ul style="list-style-type: none"> <li>Decreased noise, dust and vibration impacts to communities and businesses, resulting in increased community wellbeing.</li> <li>Moderate additional cost to current transportation programme.</li> </ul>	Medium

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Road sealing programme	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$2.3 million	\$6.3 million	\$11.2 million	\$14.3 million



## 7. CHALLENGE FIVE: Reducing the environmental impact of our infrastructure

### 7.1. Introduction to challenge five

Our communities expect certain levels of service from Council-provided services, many of which have a strong health and safety focus. Protecting public health and keeping people safe is a high priority for the Council.

We recognise that new processes and procedures will need to be developed to fully deal with known issues such as saline source water, arsenic contamination and possible cyanobacterial contamination. The Council's storage of treated drinking water is considered to be less than desirable in terms of volume, offering less than 24 hours supply.

Improving the safety of road users is a Council priority. Some of the Council's main arterial roads are poorly aligned, have out-of-context curves and widths that are no longer appropriate for the amount of traffic they carry.

Together with poor driver behaviour, these factors have resulted in an increase in the district's predicted and actual crash risk. Regular road safety inspections are undertaken on all the district's roads, with identified safety deficiencies assessed, costed and prioritised.

#### Supporting Council strategies and plans

- **Transportation Activity Management Plan 2021-31** details the investment proposal for the next 10 year period. The plan supports the Council's Long Term Plan and this strategy, as well as Waka Kotahi NZ Transport Agency's National Land Transport Plan.
- **Water Supply Asset Management Plan 2021 -** helps the Council to provide and maintain efficient, reliable, safe, and sustainable water supply services.



## 7.2. Significant investment decisions - Road to Zero safety improvements

Waka Kotahi NZ Transport Agency has a national road safety strategy 'Road to Zero' that supports implementation of the safe systems approach. We work with Waka Kotahi to identify and deliver infrastructure and programme improvements to our roading network that present the highest level of risk to our communities. Safety improvements are an ongoing component of our Long Term Plans and work programmes.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
No additional road safety investment.	<ul style="list-style-type: none"> <li>Increased risk of death and serious injuries on the district's transport system.</li> </ul>	Low
Increase investment in the road safety programme, prioritised to high-risk transport corridors. (This option is the preferred and most likely scenario).	<ul style="list-style-type: none"> <li>Decreased risk of death and serious injuries on the district's transport system.</li> <li>Partnership opportunity with Waka Kotahi to co-fund in safety improvements.</li> </ul>	Medium

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
'Road to Zero' safety improvements programme	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$1.8 million	-	-	-
'Blueberry Curves' safety improvements	<ul style="list-style-type: none"> <li>Level of service</li> <li>Growth</li> </ul>	\$3.9 million	-	-	-

## 7.3. Significant investment decisions - Improve risk and resilience of drinking water

Improving drinking water quality is an important community issue. New infrastructure will need to be developed to address known issues.

Two of Council's important water supplies have source water issues and vulnerabilities. These include arsenic contamination, salinity and potentially cyanobacterial contamination. Council wishes to address these matters. Further, drinking water storage is affected by a volumetric storage deficit and the poor condition of some storage reservoirs.

**Date decisions required:** 2021/22

### Key options for decisions

OPTION	IMPLICATIONS	COST SCALE OF OPTION
Continue with current Level of service and infrastructure.	<ul style="list-style-type: none"> <li>Continuing contamination issues.</li> <li>Increased risk to public health.</li> <li>Increasing difficulty supplying drinking water each summer.</li> </ul>	Low
Moderate increase to levels of service. (This option is the preferred and most likely scenario)	<ul style="list-style-type: none"> <li>Reduced risk of contamination.</li> <li>Reduced risk to public health.</li> <li>Ability to supply drinking water more readily each summer.</li> </ul>	Low
High increase to levels of service.	<ul style="list-style-type: none"> <li>Minimal to no risk of contaminants.</li> <li>Increased investment that is potentially unaffordable to the district.</li> <li>Increased intervention and operations are not required at this level.</li> </ul>	Medium

### Significant projects and programmes

PROJECT / PROGRAMME	PROJECT TYPE	YEARS 1-3	YEARS 4-10	YEARS 11-20	YEARS 21-30
Water treatment plant upgrades <ul style="list-style-type: none"> <li>Whakatāne</li> <li>Equalised</li> <li>Murupara</li> <li>Plains</li> </ul>	<ul style="list-style-type: none"> <li>Level of service</li> <li>Renewal</li> </ul>	\$6.6 million	\$1.6 million	\$2.7 million	-
Water resilience Braemar co-funded project	<ul style="list-style-type: none"> <li>Level of service</li> </ul>	\$4.2 million	-	-	-



## 8. OVERALL EXPENDITURE SUMMARY

This section summarises the total capital and operational expenditure forecast for each infrastructure activity over the next 30 years, as proposed through this strategy. Council has included the four infrastructure activities that require significant investment and delivery including water supply, wastewater, stormwater and transport connections.

This strategy provides the overview of Council's most likely scenario for the management of its core infrastructure, which includes spending over \$1,012 million on capital projects and over \$1,763 million on operational costs (inflated) over the next 30 years.

This strategy is based on best information available at this time; however, the strategy will be updated in three years alongside the 2024-34 Long Term Plan. Decisions regarding major infrastructure projects will be considered in-line with the 'dates decisions required' information within this strategy.

### 8.1. Balancing the work programme against cost and capacity

The strategy has a focus on investment in three waters infrastructure, predominantly wastewater and drinking water activities to ensure Council delivers security and resilience of networks, meets agreed levels of service and standards, plans for increased demand through population growth and development and reduces Council's impact on our environment.

Over the next 30 years, there are a number of significant challenges and decisions required to deliver the overall plan. Addressing all of these challenges will require significant planning and investment. Council will need to ensure that we balance affordability with the delivery of essential services, and prioritise critical improvements that will enhance the district and help achieve our vision and communities' aspirations.

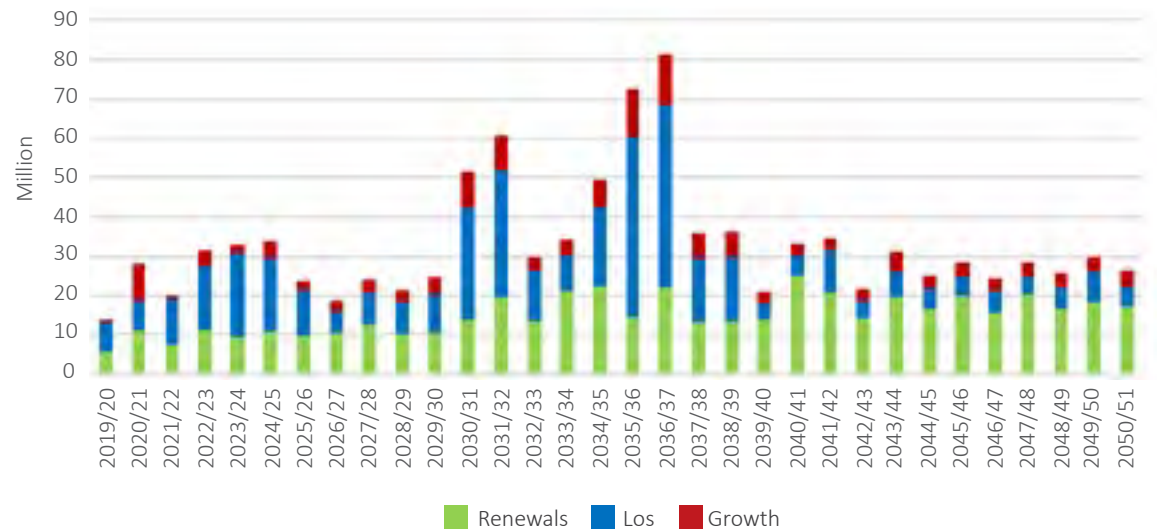
Ensuring that Council is able to deliver on the programme of works is another key consideration. Council has taken the following steps to try and ensure the development of an achievable work programme; prioritising our work programme, sequencing projects, building capacity within Council, managing our project pipeline, having a long-term view of rates and debt, and staying flexible.



## 8.2. Total projected capital expenditure 2021-2051

This graph shows the expected expenditure year-on-year up to 2051 by the main cost driver for projects (asset renewal, Level of service change or growth)

**Figure 1. Total infrastructure expenditure projections 2021-2051**

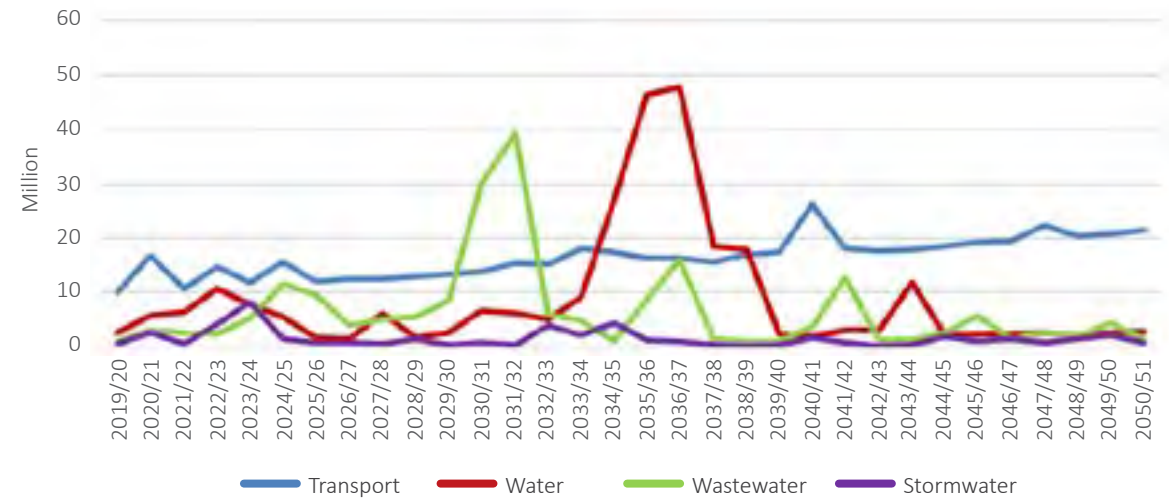


Figures 2 and 3 (on the following page) show the expected infrastructure expenditure year-on-year up to 2051 by infrastructure activity area classification, and expenditure type (capital and operational).

### 8.3. Projected capital expenditure by activity classification 2021-2051

This graph shows expected capital expenditure year-on-year up to 2051 by infrastructure activity area classification (i.e. for transport, water, wastewater, and stormwater).

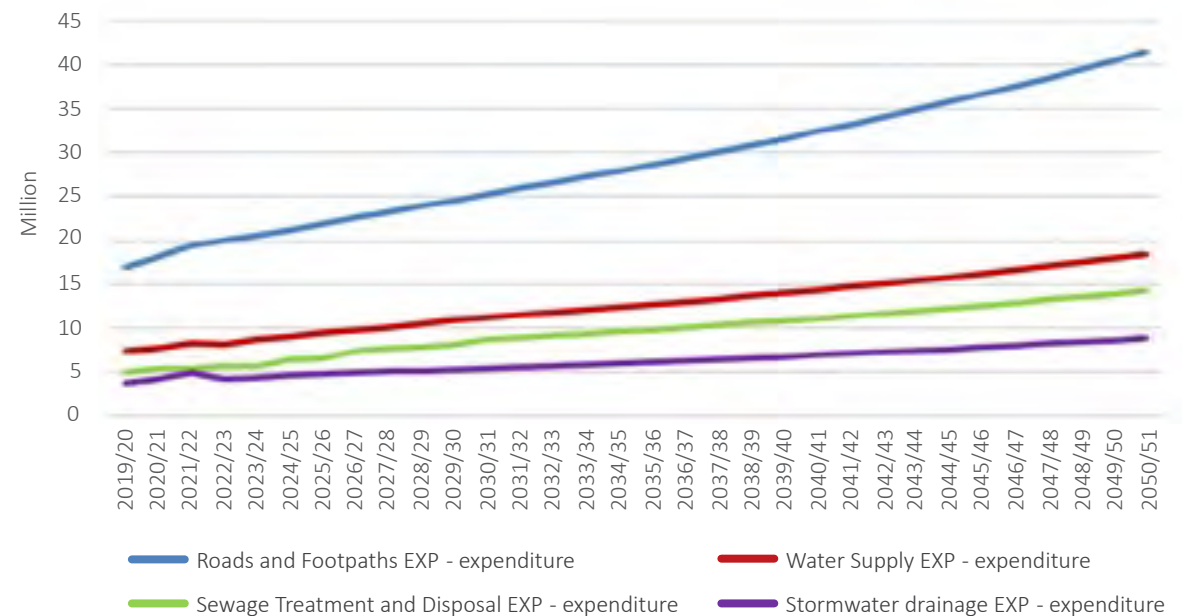
**Figure 2. Projected infrastructure capital expenditure 2021-2051 (by infrastructure activity area classification)**



### 8.4. Projected operational expenditure by activity classification 2021-2051

This graph shows expected operating expenditure year-on-year up to 2051 by infrastructure activity area classification (i.e. for transport, water, wastewater, and stormwater).

**Figure 3. Infrastructure operational expenditure projections by activity 2021-2051**





## 9. INFRASTRUCTURE ACTIVITIES - WATER SUPPLY

### 9.1. Overview of this activity

Council is responsible for the treatment, storage, distribution and management of the district's water supply, where a community drinking water supply scheme exists.

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

Further information about this Group of Activities, including level of service performance measures, can be found in the 'Our Groups of Activities' section of this Long Term Plan.

### 9.2 Key focus

Increasing the resilience of our water supply and, where necessary, increasing the quality of water provided.

### 9.3. Summary context

The water supply system is made up of:

- 10 water supply schemes throughout the district (Whakatāne, Ōhope, Otumahi, Rangitāiki Plains, Tāneatua, Murupara, Matatā, Waimana, Rūātoki and Te Mahoe).
- 29 treatment plants
- 17 pump stations
- 38 reservoirs
- 118 km of trunk mains
- 421 km of mains
- 70 km of service lines
- 2,864 valves

## 9.4. Asset condition

The condition of the overall drinking water supply network is assessed as being of a reasonable standard. Only 13 percent has been assessed as being in poor or very poor condition. Inspection of this non-gravity asset is more difficult, hence there is a lower degree of confidence in this condition assessment. Only a small proportion of the overall asset is in the 60 years + age bracket. This is relatively young by Aotearoa New Zealand standards.

As it is a pressure network, its performance is less forgiving compared to the gravity assets. A renewal program is deployed year-on-year to renew aged or inferior assets and to cope with the demands placed on the system. A peculiarity of the system is that while the quality of the asset itself may be adequate, there are difficulties with the water sources at times. These are primarily arsenic contamination and saline intrusion in source waters. Interventions are proposed to address these issues.

In 2020, the Council carried out a condition assessment and seismic assessment of all the critical reservoirs in the district including four timber reservoirs. The visual condition assessment was undertaken in accordance with the Visual Assessment Manual guidelines provided by the New Zealand Water and Wastes Association, and the seismic resilience assessment was undertaken in accordance with NZS 3106: 2009 – Design of Liquid Storage Structures.

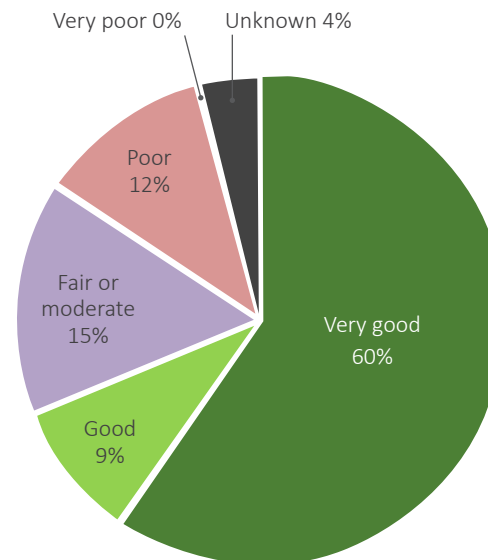
In 2020, the Council also carried out a desktop condition assessment of water, wastewater and stormwater piped assets (mains only), based on the remaining useful life and pipe material. The assessment was based on actual pipe sample data from both the Council pipe network and within the region, as well as deterioration modelling. The desktop assessment is being used to prepare asset condition assessment programs for piped assets.

The results of the desktop exercise are reflected on the tables to the right (note that the reservoir assessment results are not reflected at this time).

### Water supply asset condition profile

ASSET TYPE	UNIT	VERY GOOD	GOOD	FAIR OR MODERATE	POOR	VERY POOR	UNKNOWN (TO BE VERIFIED)
Trunk mains	m	43,561	14,865	42,705	16,120	27	1,172
Mains	m	266,420	37,436	48,305	51,519	1,486	16,318
Service lines	m	53,457	4,466	2,994	2,581	44	6,517
Pump stations	Each	0	0	0	0	0	17
Reservoirs	Each	0	0	0	0	0	38
Treatment plants	Each	0	0	0	0	0	10

### Piped water supply assets condition profile



## 9.5. Critical assets

The selection criteria for water supply critical assets include size and functionality of assets as set out in the table below. Further work in developing site-specific criticality is required, Council is in the process of improving the criticality criteria assessment of assets with most appropriate industry practices, and will include assets located in areas where disruptions would have a high economic impact, assets supplying customers including critical users, and assets that will have a significant environmental impact in case of failure.

### Critical asset selection criteria

ASSET TYPE	DESCRIPTION OF CRITERIA	BASE APPROACH RATING
Pipes	<ul style="list-style-type: none"> <li>✓ Less than 100mmØ</li> <li>✓ 100mmØ to 300mmØ</li> <li>✓ Greater than 300mmØ</li> <li>✓ All falling and rising mains to and from sources, reservoirs and pump stations</li> <li>✓ Pipes that are important to supply critical customers</li> <li>✓ Single pipes serving more than 1,000 customers</li> <li>✓ Potential pipe failures which may cause significant social, environmental or economic impact</li> </ul>	<p>Low (1)</p> <p>Medium (3)</p> <p>High (5)</p> <p>High (5)</p> <p>High (5)</p> <p>High (5)</p> <p>High (5)</p>
Valves	<p>Valves located along the critical water pipes</p> <p>All other valves</p>	<p>High (5)</p> <p>Low (1)</p>
Water pump stations	<p>Water pump stations without resilience (i.e. backup alternative power supply)</p> <p>Water pump stations with resilience (i.e. backup alternative power supply)</p>	<p>High (5)</p> <p>Medium (3)</p>
Water reservoirs	<p>Active water reservoirs</p> <p>Decommissioned / unused water reservoirs</p>	<p>High (5)</p> <p>Medium (3)</p>
Water treatment plants	All water treatment plants	High (5)



## 9.6. Asset renewal

Asset renewal programmes are prepared following a number of criteria, including:

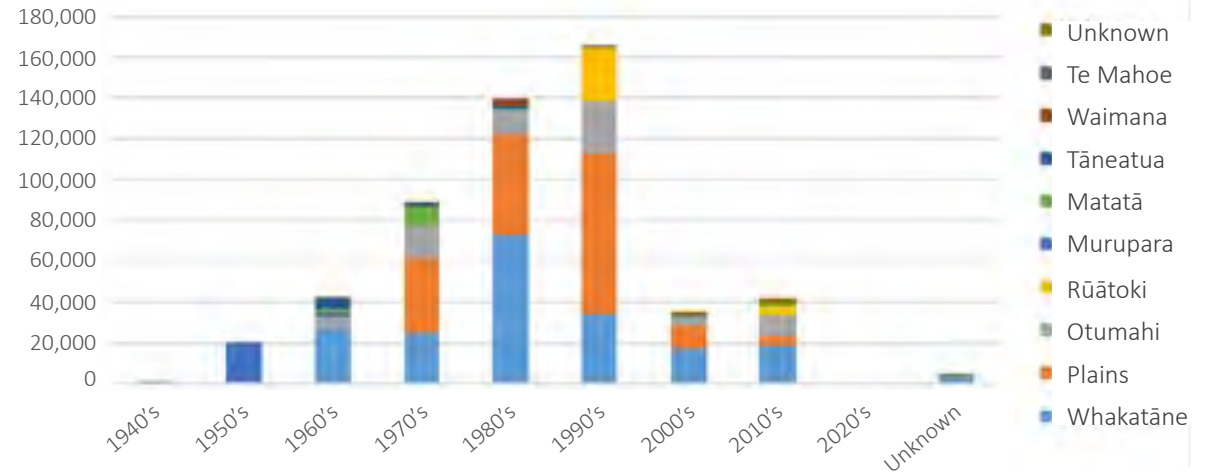
- The base life of the assets – from the asset management system
- The maintenance history and expenditure – from the asset management system and Council’s request for service (RFS) system
- The condition assessment of assets – routine inspections, pipe sampling, visual inspection, etc.
- Applying a risks-based approach – criticality of the asset, public safety.
- External factors such as:
  - Natural disaster events
  - Opportunistic working with other council department programmes i.e. transportation renewal programme, places and open spaces
  - Third-party works within the same asset corridor i.e. telecommunications, power
  - Regulatory requirements (i.e. safety improvement)
  - Construction and installation defects. Renewal prior to end-of-life but out of warranty period. This is becoming more common i.e. water meter renewals
  - Aggressive soils / environment etc.

## 9.7. Asset summary

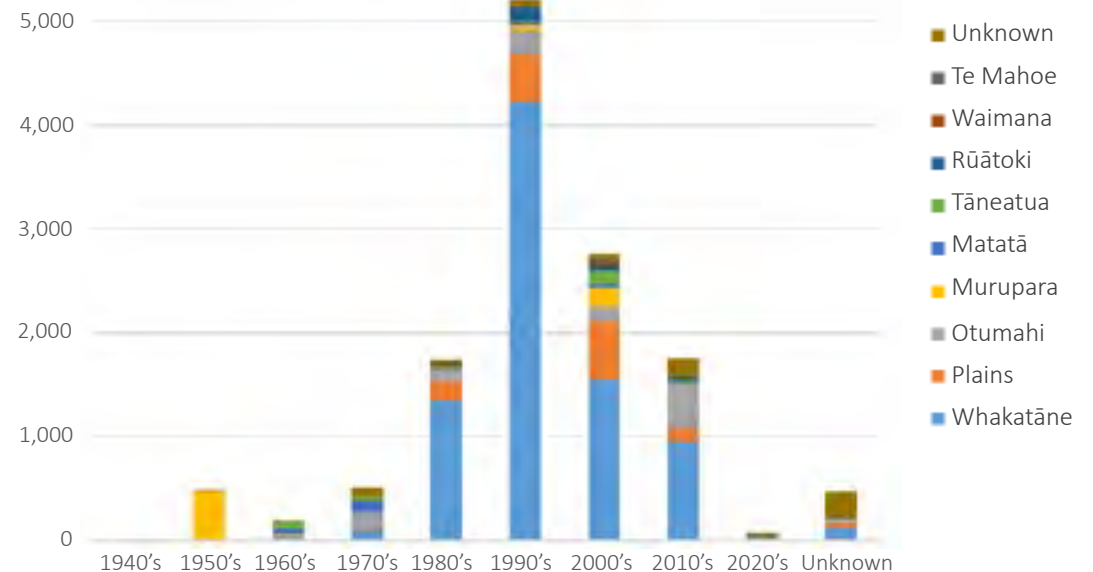
Asset data confidence and asset reliability information have been developed for various asset classes and are detailed within the water supply asset management plan.

Indicative average age of assets are shown; a more user friendly version also showing the average remaining life of each asset class will be in future strategies and is a direct correlation of the age of assets.

Pipe length and installation year for each scheme



Water connection numbers and installation year for of each scheme



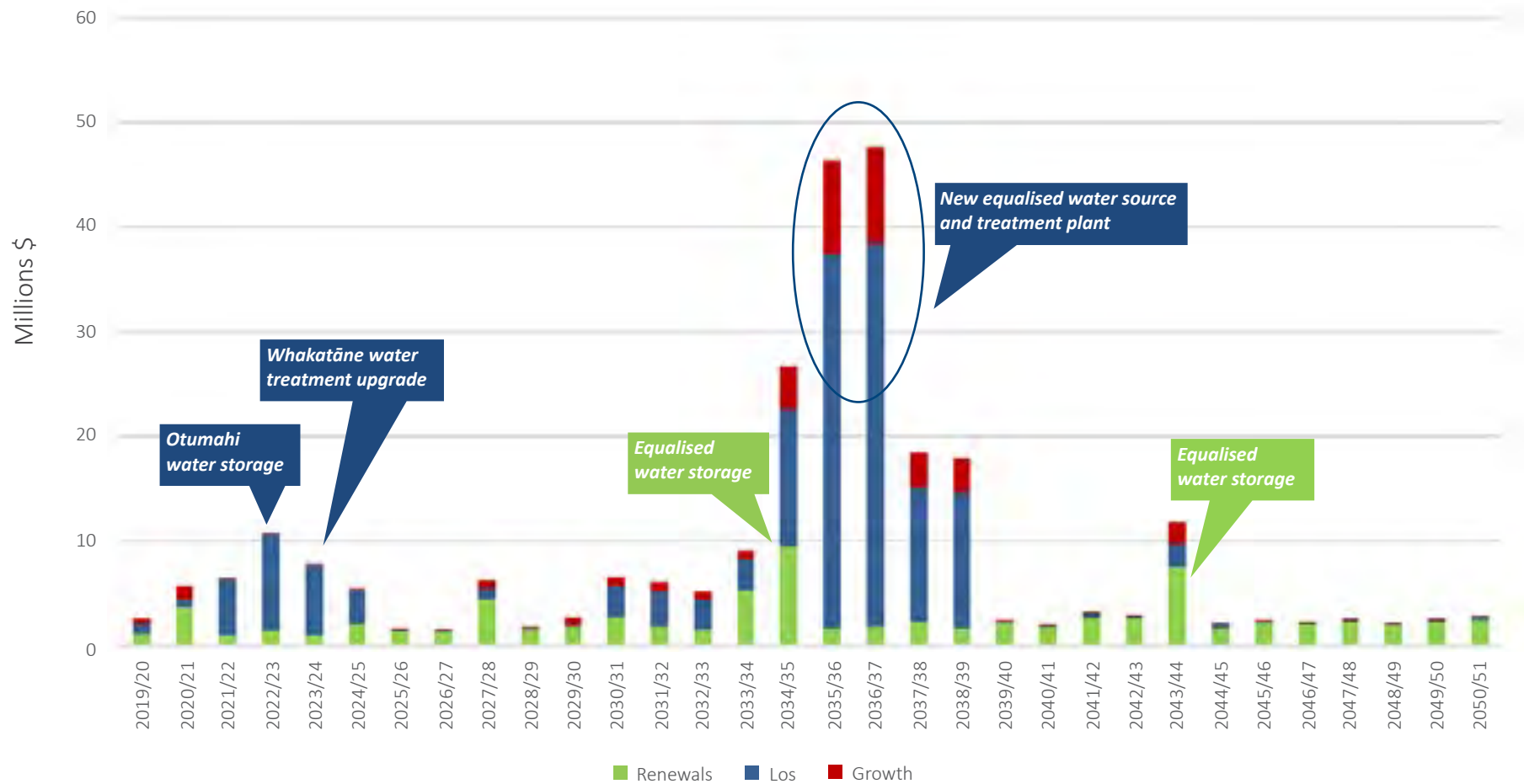
## 9.8. Infrastructure level of service (Los) Water supply

KEY ■ Above average performance ■ Average performance ■ Below average performance

CUSTOMER OUTCOME		CURRENT PERFORMANCE	INDICATOR	COMMENTS
Safety, Quality and Resilience	Number of connections to Council water supply in the Whakatāne District.	13,200 connections across nine public schemes (Whakatāne/Ōhope, Otumahi, Rangitāiki Plains, Tāneatua, Murupara, Matatā, Waimana, Rūātoki, Te Mahoe)	<span style="color: green;">■</span>	Scale of service expected to increase in line with future population growth and associated development.
	Satisfaction with quality of drinking water.	71 percent in 2020	<span style="color: yellow;">■</span>	Project included in the Long Term Plan for new water source and trial currently underway for removal of arsenic from the Braemar supply. LOS increase.
	Compliance with drinking water standards part 4 (bacteria compliance criteria).	Eight out of nine schemes compliant in 2020	<span style="color: yellow;">■</span>	Further investment is included in the Long Term Plan to address this outcomes. LOS increase.
	Compliance with drinking water standards part 5 (protozoal compliance criteria).	Six out of nine schemes compliant in 2020	<span style="color: yellow;">■</span>	Further investment is included in the Long Term Plan to address this outcomes. Level of service increase.
	Appropriate treatment systems are maintained including infection.	Appropriate treatment systems are available for all schemes except Murupara.	<span style="color: yellow;">■</span>	Community has indicated strong opposition to the treatment options put forward for Murupara. LOS will change if disinfection implemented. The disinfect/don't disinfect decision has nothing to do with investment decisions.
	Percentage of real water loss from Council networked reticulation system for metered schemes.	20 percent in 2020	<span style="color: yellow;">■</span>	Renewals programme set out in the Long Term Plan will progressively reduce water loss. LOS increase.
	Percentage of real water loss from Council networked reticulation system for unmetered schemes	59 percent in 2020	<span style="color: yellow;">■</span>	Council's programme to continue to install water meters will help to address water loss from private assets. Level of service increase.

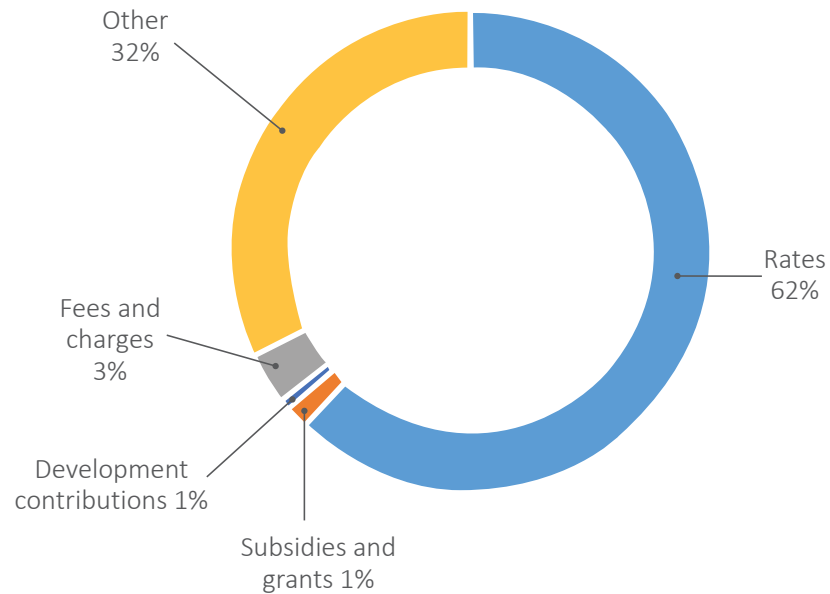
## 9.9. Capital expenditure

Projected capital water expenditure 2021 -2051



## 9.10. Funding sources

The graph below shows how the Council will fund the Water Supply group of activities during the 10 years 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent. The 'other' category is made up of sundry income (including internal recoveries/ overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category represents targeted rates, as general rates are not a funding source for the Water Supply group of activities.





## 10. INFRASTRUCTURE ACTIVITIES - STORMWATER

### 10.1. Overview of this activity

Council is responsible for the collection, conveyance, treatment and disposal of the district's stormwater, where a community stormwater scheme exists.

This group of activities helps protect people and property from the impacts of flooding, as well as protects public health from the potentially adverse effects of stormwater run-off. While we do not treat stormwater run-off, we monitor stormwater discharge to ensure it meets required standards.

Further information about this Group of Activities, including level of service performance measures, can be found in the 'Our Groups of Activities' section of this Long Term Plan.

### 10.2. Key focus

Focus on enhancing the quality of water we are discharging into waterways and increasing capacity of our network to deal with increased extreme weather events.

### 10.3. Summary context

The stormwater system is made up of

- 8 stormwater schemes
- 96 km of pipes
- 21 pump stations
- 21.1 km open channels/streams
- 21 storage ponds/retention dams

## 10.4. Asset condition

The condition of the overall stormwater network is assessed as being of a reasonable standard. Only 10 percent has been assessed as being in poor or very poor condition. A CCTV inspection programme is underway to verify the condition of the gravity drainage elements of the network. While relatively young by Aotearoa New Zealand standards, portions of the network are now 'mature' - in the 45 to 55 years' old age bracket.

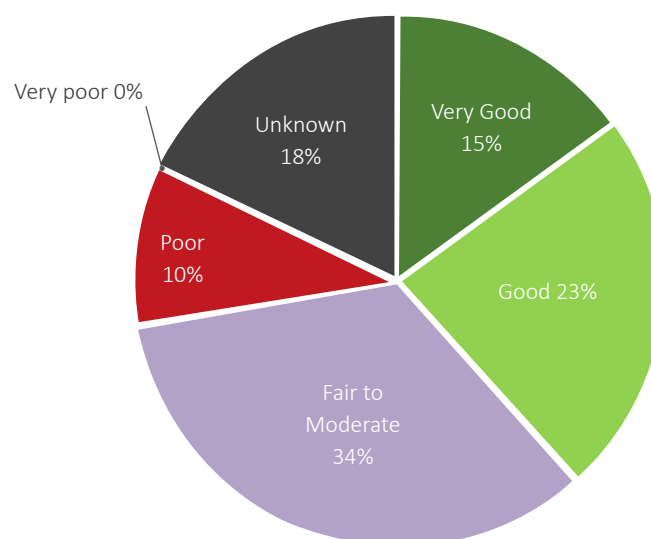
The network generally delivers as per expectations – it accepts stormwater and conveys it away. A characteristic of the stormwater system for the towns of Whakatāne and Edgumbe is that they are protected by stopbanks from the Whakatāne and Rangitāiki rivers. The stopbanks incorporate a series of floodgates and pumps. The tables below shows the condition profile for piped assets following a desktop exercise into asset condition. Note that in 2019, the Council carried out a condition assessment and capacity assessment of all the critical stormwater pump stations in the district. The results of that assessment are not reflected on the table at this time.

### Stormwater asset condition profile

ASSET TYPE	UNIT	VERY GOOD	GOOD	FAIR OR MODERATE	POOR	VERY POOR	UNKNOWN (TO BE VERIFIED)
Gravity mains	m	13,876	22,304	32,072	9,392	0	17,352
Rising mains	m	572	287	540	28	0	0
Open channels	m	87	0	0	102	0	20,906
Pump stations	Each	1	0	0	0	0	20
Storage ponds/retention dams	Each	0	0	0	0	0	21
Manholes	Each	0	0	0	0	0	1,692
Floodgates	Each	0	0	0	0	0	62

\* Quantities as per Xivic database as at 28 February 2021

### Piped stormwater assets condition profile



## 10.5. Critical assets

The selection criteria for stormwater critical assets include size and functionality of assets as set out in Table below. Further work in developing site-specific criticality is required. Council is in the process of improving the criticality criteria assessment of assets with most appropriate industry practices, and will include assets located in areas where disruptions would have a high economic impact, assets supplying customers including critical users, and assets that will have a significant environmental impact in case of failure.

### Critical asset selection criteria

ASSET TYPE	DESCRIPTION OF CRITERIA	BASE APPROACH RATING
Pipes	Less than 150mmØ 150mmØ to 600mmØ Greater than 600mmØ	Low (1) Medium (3) High (5)
Open drains/ channels, stream and watercourse banks	Minor drains/channels Medium drains/channels, minor stream and watercourse banks Large drains/channels, all other stream and watercourse banks	Low (1) Medium (3) High (5)
Stormwater outlets	Stormwater outlet to 'dry' stream/watercourse Stormwater outlet to 'wet' stream/watercourse	Low (1) High (5)
Storage pond/ retention dams	Dry Wet	Low (1) High (5)
Manholes	Manholes on critical pipes (pipes greater than 600mmØ) All other manholes	High (5) Low (1)
Floodgates	Floodgates at 'dry' locations Floodgates at 'wet' active locations	Low (1) High (5)
Pump stations	All	High (5)

## 10.6. Asset renewal

Asset renewal programmes are prepared following a number of criteria, including:

- The base life of the assets – from the asset management system
- The maintenance history and expenditure – from the asset management system and Council's request for service (RFS) system
- The condition assessment of assets – routine inspections, pipe sampling, CCTV assessment, visual inspection, etc.
- Applying a risks-based approach – criticality of the asset, public safety.
- External factors such as:
  - Natural disaster events
  - Opportunistic working with other council department programmes i.e. transportation renewal programme, places and open spaces.
  - Third-party works i.e. Bay of Plenty Regional Council, telecommunications, power
  - Regulatory requirements (i.e. safety improvement)
  - Construction and installation defects
  - Aggressive soils / environment etc.

## 10.7. Asset summary

Asset data confidence and asset reliability information have been developed for various asset classes and are detailed within the stormwater asset management plan. Indicative average remaining life based on asset design life is shown by the clock diagram, this is a direct correlation to the average age of assets.

Figure 1: Pipe average, pipe age and remaining life of each scheme\*

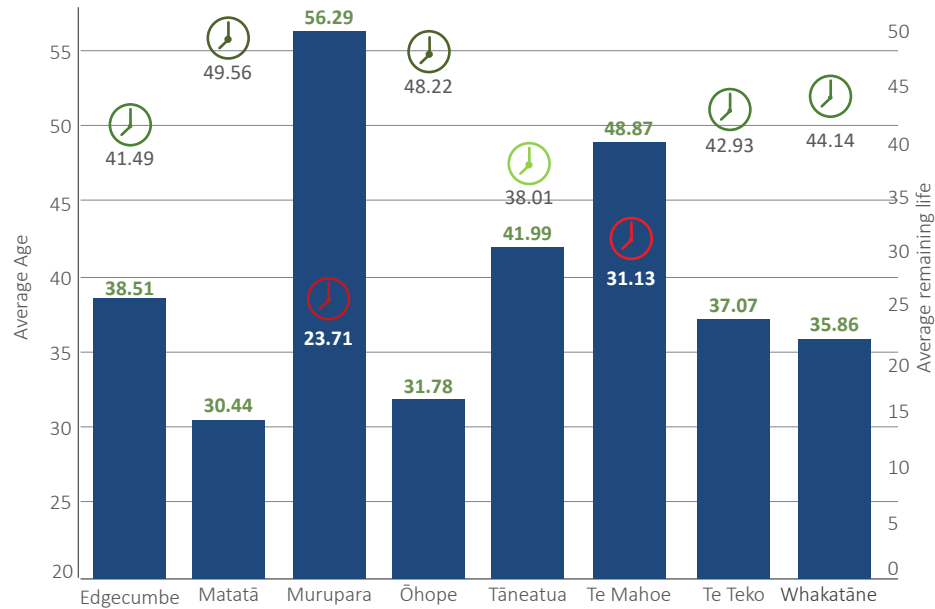
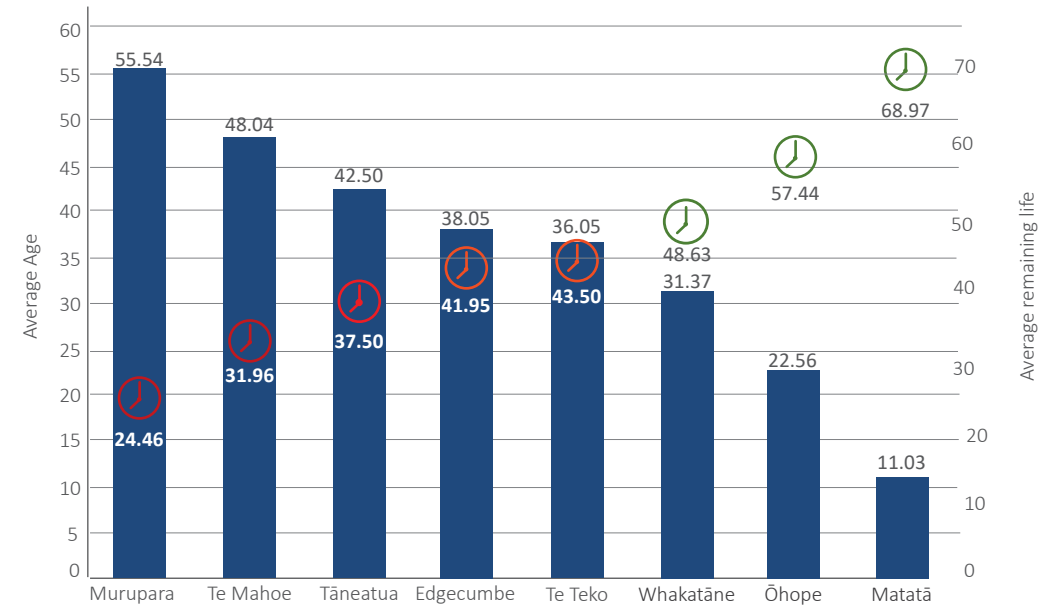


Figure 2: Manhole average, pipe age and remaining life of each scheme\*



\* The unknown and Plains data are not included in these figures



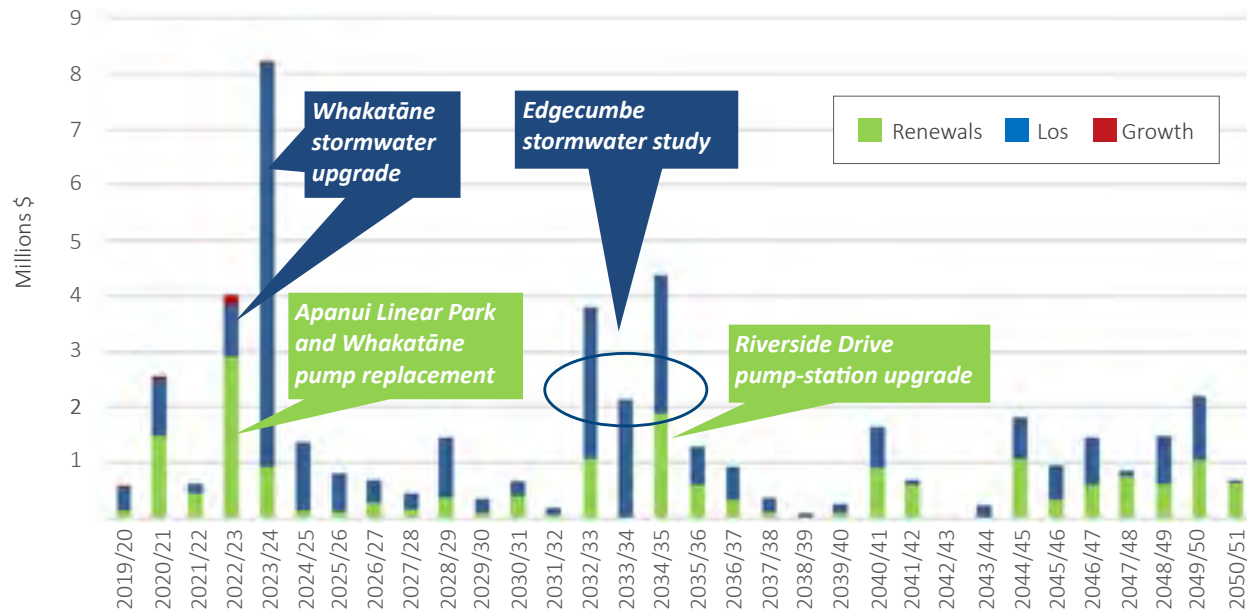
## 10.8. Infrastructure Level of service (LoS) Stormwater drainage

KEY ■ Above average performance ■ Average performance ■ Below average performance

CUSTOMER OUTCOME		CURRENT PERFORMANCE	INDICATOR	COMMENTS
Safety, quality and resilience	Scale of service	Eight urban stormwater schemes (Whakatāne, Ōhope, Edgecumbe, Matatā, Tāneatua, Murupara, Te Teko, Te Mahoe).	<span style="color: green;">■</span>	Scale of service expected to increase in line with future population growth and associated development.
	Satisfaction with the overall effectiveness of the stormwater systems	67 percent in 2020	<span style="color: orange;">■</span>	Programme of improvements for Council stormwater systems will impact on satisfaction but is acknowledged this is also subject to intensity of weather events. LoS increase.
	Number of complaints received about the performance of the stormwater systems per 1,000 properties	5.56 in 2020	<span style="color: green;">■</span>	Primarily weather dependent.
	Environmental impact as measured through compliance with resource consents for discharge from our stormwater systems (number of abatements notices, infringement notices, enforcement orders or convictions against Council in relation to the resource consents)	Zero in 2020	<span style="color: green;">■</span>	-
	For each flooding event, the number of habitable floors affected (per 1,000 properties connected to the Council's stormwater system)	Zero habitable floors affected in 2020	<span style="color: green;">■</span>	Primarily weather dependent.

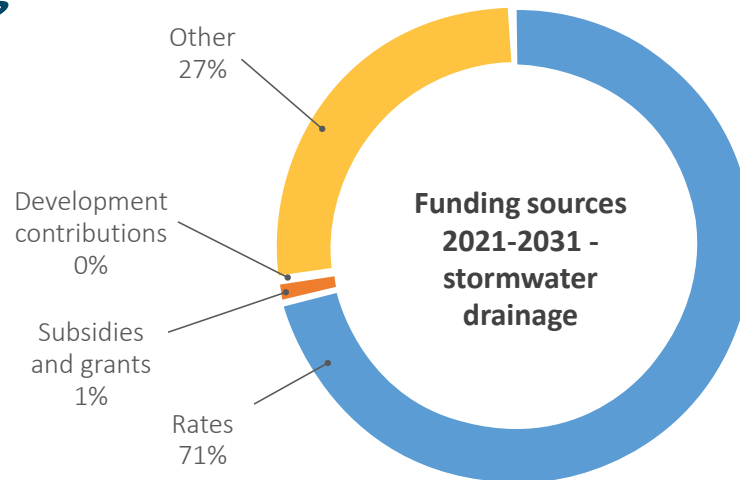
# 10.9. Capital expenditure

Projected capital stormwater expenditure 2020- 2051



# 10.10. Funding sources

The graph to the right shows how the Council will fund the ‘stormwater drainage’ group of activities during the 10 years 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent. Development Contributions are a source of funding for this group of activities, but contribute less than one percent. The ‘other sources’ category is made up of sundry income (including internal recoveries/overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The ‘rates’ category includes both targeted and general rates.





## 11. INFRASTRUCTURE ACTIVITIES - WASTEWATER

### 11.1. Overview of this activity

Council is responsible for the collection, conveyance, treatment and disposal of wastewater, where a community wastewater scheme exists.

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

Further information about this Group of Activities, including level of service performance measures, can be found in the 'Our Groups of Activities' section of this Long Term Plan.

### 11.2. Key focus

Improving environmental impacts through upgrades to existing schemes, expanding schemes to other communities and renewing resource consents.

### 11.3. Summary context

The wastewater system is made up of:

- 6 sewerage schemes
- 6 treatment plants
- 57 pump stations
- 9,297 sewer connections
- 149km of gravity pipelines across the network
- 37.2km of rising main across the network
- 2,890 manholes

### 11.4 Asset condition

The condition of the overall wastewater network is assessed as being of a reasonable standard. Only 12 percent has been assessed as being in poor or very poor condition. A CCTV inspection programme continues to verify the condition of the gravity drainage elements of the network. Relining has been carried out in the past and will be in the future. While relatively young by Aotearoa New Zealand standards, portions of the network are now 'mature' - in the 45 to 55 years' old age bracket. The network generally delivers as per expectations – it accepts wastewater and conveys it away. Treatment plants are variants of simple oxidation ponds, have not been condition assessed and are nearing the end of their consented lives. Substantial investment in this area is anticipated during the Infrastructure Strategy period.

An asset register, including condition, has been developed in the asset management system to enable the Council to understand future expenditure patterns and management decisions regarding maintenance and renewals.

In 2020, the Council also carried out a desktop condition assessment of wastewater piped assets (mains only) based on the remaining useful life and pipe material. The assessment was based on actual pipe sample data from both Council pipe network and within the region as well as deterioration modelling. The desktop assessment is being used by the Council to prepare asset condition assessment programs for piped assets.

An initial desktop exercise defining condition based on asset age was incorporated into the asset management system where applicable, with the current condition profile shown on the table to the right.

## 11.5. Critical assets

The selection criteria for wastewater critical assets include size and functionality of assets as set out on the table to the right. Further work in developing site-specific criticality is required. Council is in the process of improving the criticality criteria assessment of assets with most appropriate industry practices, and will include assets located in areas where disruptions would have a high economic impact, assets supplying customers including critical users, and assets that will have a significant environmental impact in case of failure.

### Wastewater asset condition profile

ASSET TYPE	UNIT	VERY GOOD	GOOD	FAIR OR MODERATE	POOR	VERY POOR	UNKNOWN (TO BE VERIFIED)
Gravity mains	m	205537	42346	58105	72934	23856	109
Rising mains	m	36168	18167	9748	5194	835	0
Outfalls	m	5698	30	2199	2664	800	0
Pump stations	Each	55	0	0	0	0	0
Treatment plants	Each	6	0	0	0	0	0
Manholes	Each	2878	8	33	1	0	0

### Critical asset selection criteria

ASSET TYPE	DESCRIPTION OF CRITERIA	BASE APPROACH RATING
Pipes	✓ Less than 250mmØ	Low (1)
	✓ 250mmØ to 375mmØ	Medium (3)
	✓ Greater than 375mmØ	High (5)
	✓ All rising mains	High (5)
	✓ Outfall mains	High (5)
	✓ Potential pipe failures which may cause significant social, environmental or economic impact	High (5)
Treatment plants / oxidation pond	All	High (5)
Manholes	Manholes on critical pipes (pipes greater than 375mmØ)	High (5)
	All other manholes	Low (1)
Pump stations	Water pump stations without resilience (i.e. backup alternative power supply, by-pass pumping arrangement)	High (5)
	Water pump stations with resilience (i.e. backup alternative power supply, by-pass pumping arrangement)	Medium (3)

## 11.6. Asset renewal

Asset renewal programmes are prepared following a number of criteria, including:

- The base life of the assets – from the asset management system
- The maintenance history and expenditure – from the asset management system and Council’s request for service (RFS) system
- The condition assessment of assets – routine inspections, pipe sampling, CCTV assessment, visual inspection, etc.
- Applying a risks-based approach – criticality of the asset, public safety.
- External factors such as:
  - Natural disaster events
  - Opportunistic working with other Council department programmes i.e. transportation renewal programme, places and open spaces.
  - Third-party works i.e. Bay of Plenty Regional Council, telecommunications, power
  - Regulatory requirements (i.e. safety improvement)
  - Construction and installation defects
  - Aggressive soils / environment etc.

## 11.7. Asset summary

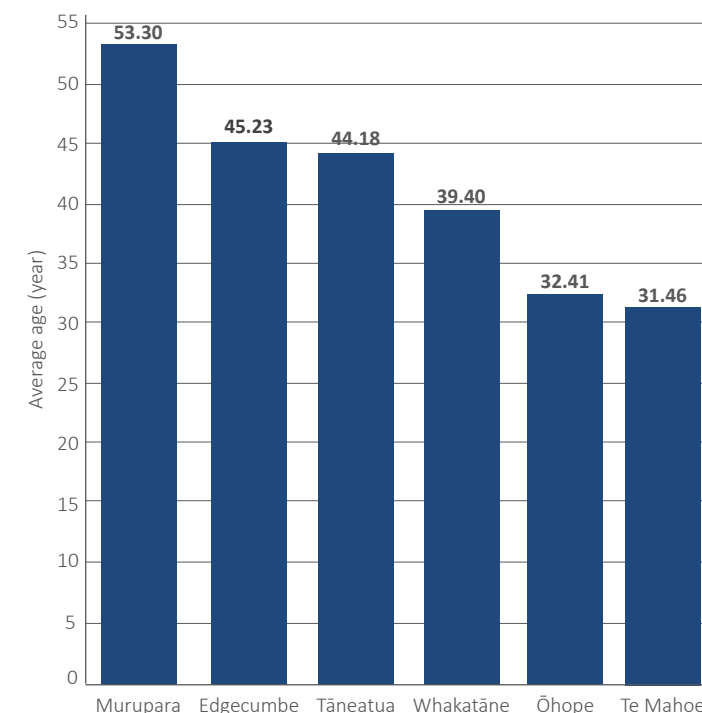
Asset data confidence and asset reliability information have been developed for various asset classes and are detailed within the wastewater asset management plan.

Indicative average age of assets are shown; a more user-friendly version also showing the average remaining life of each asset class will be in future strategies and is a direct correlation of the age of assets.

**Figure 1: Pipe material and age for each scheme**



**Figure 2: Average manhole age for each scheme**



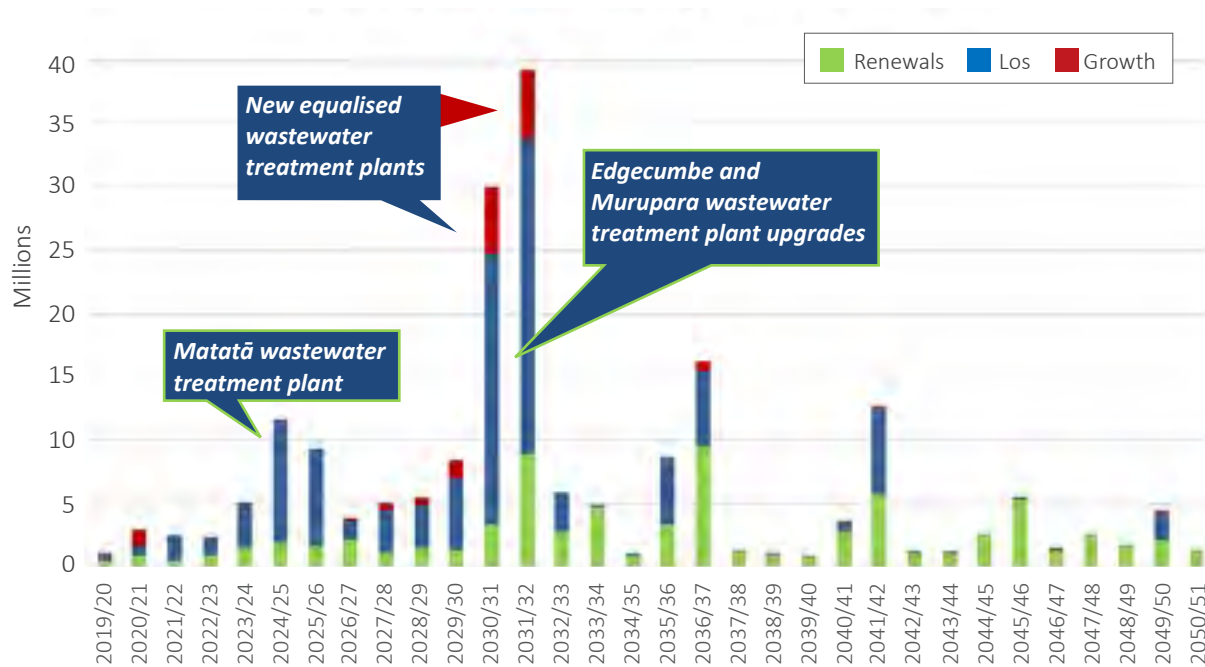
## 11.8. Infrastructure levels of service (LoS): Sewage treatment and disposal

KEY ■ Above average performance ■ Average performance ■ Below average performance

CUSTOMER OUTCOME		CURRENT PERFORMANCE	INDICATOR	COMMENTS
Safety, Quality and Resilience	Number of connections to Council wastewater systems in the Whakatāne District.	9,297 connections across six public schemes (Whakatāne, Ōhope, Edgecumbe, Tāneatua, Te Mahoe, Murupara)	<span style="color: green;">■</span>	Scale of service expected to increase as a new scheme comes on-line for Matatā and in-line with future population growth and associated development.
	Satisfaction with the sewerage system for areas supplied by Council.	76 percent in 2020	<span style="color: orange;">■</span>	A significant programme of investment is included over the coming 30 years to improve the service and to address enhanced environmental standards. Level of service increase.
	Number of dry weather sewage overflows from the Council's sewerage system per 1,000 connections.	1.4 in 2020	<span style="color: green;">■</span>	No change forecast
	Environmental impact as measured through compliance with resource consents for discharge from our sewerage systems (number of abatements notices, infringement notices, enforcement orders or convictions against Council in relation to the resource consents).	Zero in 2020	<span style="color: green;">■</span>	No change forecast

## 11.9. Capital expenditure

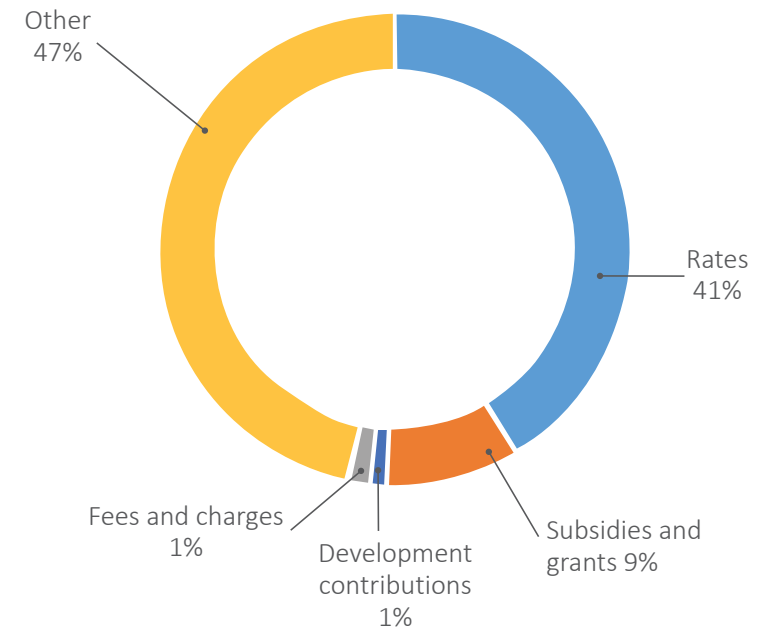
Projected capital wastewater expenditure 2021-2051



## 11.10. Funding sources

The graph below shows how the Council will fund the 'Sewage Treatment and Disposal' group of activities during the 10 years 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent. The 'other sources' category is made up of sundry income (including internal recoveries/ overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted and general rates.

Funding sources 2021-2031 - Sewage treatment and disposal





## 12. INFRASTRUCTURE ACTIVITIES - TRANSPORT CONNECTIONS

### 12.1. Overview of this activity

Council provides and manages a safe, integrated and efficient transport system for Whakatāne including provision for private vehicles, freight, public transport, walking, cycling and pedestrians. Council also manages on-street and off-street parking facilities.

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

The transport maintenance and renewals programme also gives Council the opportunity to optimise assets, where appropriate, and to support Council's environmental protection and climate change initiatives.

Council works closely with Waka Kotahi NZ Transport Agency on the future planning and investment of the transport system, including the continued monitoring of population growth and development demands.

Further information about this Group of Activities, including level of service performance measures, can be found in the 'Our Groups of Activities' section of this Long Term Plan.

### 12.2. Key focus

Continue to manage and operate the transport network while focusing on alternative modes of transport and road safety (Road to Zero) in line with Waka Kotahi NZ Transport Agency priorities.

### 12.3. Summary context

The transport system is made up of:

- 905 km roads (702 km sealed, 203 km unsealed)
- 177 bridges
- 170 km guard railing
- 18 bus shelters
- 7,261 signs
- 3,453 streetlights
- 260 km kerb and channel
- 2,165 stormwater catchpits
- 9.8 km off-road cyclepaths
- 196 km footpaths
- 405 traffic islands
- 4,085 culverts
- 258 retaining walls

### 12.4. Critical assets

Council's transport system is classified using the Waka Kotahi 'One Network Road Classification' (ONRC) Framework, in terms of the function-specific roads needed to deliver within the district's transport system. The ONRC also has clear performance measures for each classification that the Council takes into account through asset management planning and investment. Examples being Landing Road, Gorge Road, Commerce Street and supporting state highways.

Risk management is a section that has been identified in the Transport Asset Management Plan as needing further work, so critical assets will be further explored through that process.



## 12.5. Asset condition

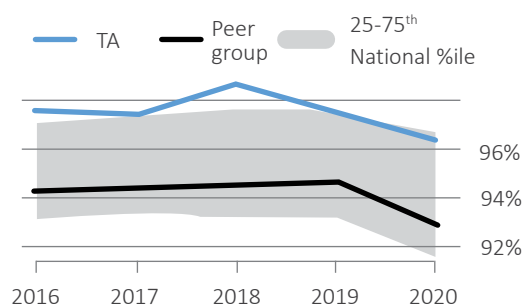
Overall Whakatāne District Council's Transportation assets are in good condition, owing in part to the relatively young age of the network and its assets. Key pavement and surface condition indicators are within the top 25th percentile nationally. Over time, as the network matures, it's expected that these indicators will move closer to the peer group mean.

Condition by major asset group:

### PAVEMENTS AND SURFACING: ABOVE AVERAGE

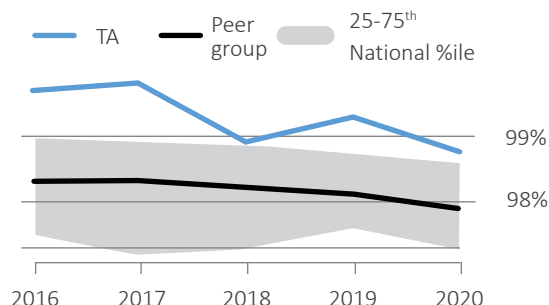
- Indicator: Pavement Condition Index** - a performance indicator for the structural condition of pavement based on the extent and/or severity of a range of pavement defects. Condition scores range from 0-100, with 100 representing excellent condition. Whakatāne District Council scores 96 percent (compared to the peer group mean of 93 percent)

Pavement condition



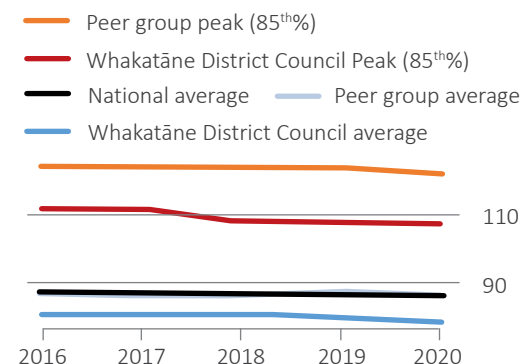
- Indicator: Surface Condition Index** - a performance indicator for the condition of the road surface based on the extent and/or severity of a range of surface defects. Condition score ranges from 0- 100 with 100 representing excellent condition. Whakatāne District Council scores 99% (compared to the peer group mean of 98 percent).

Surface condition



- Indicator: Peak and average road roughness.** Roughness is a measure of the ride quality experienced on the road. Lower roughness equals a smoother ride. Whakatāne District Council average roughness is 80 NAASRA (National Association of Australian State Road Authorities) (compared to the peer group mean of 88 NAASRA).

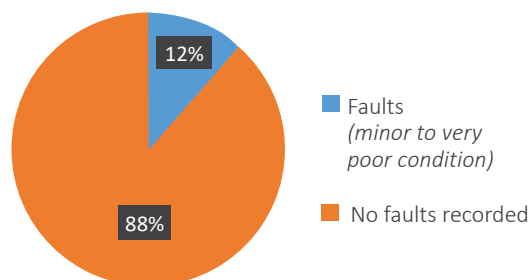
Peak and average road roughness (NAASRA)



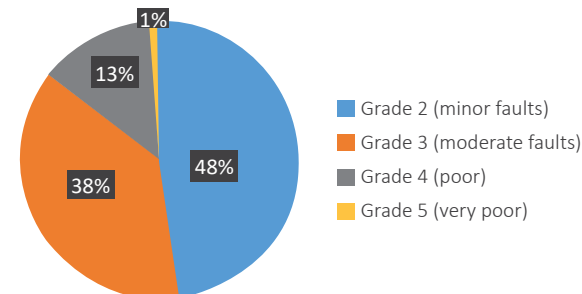
### FOOTPATHS AND CYCLEWAYS: GOOD

- Indicator: 88 percent of footpath sections record no faults.** Only 1.6 percent of total footpath sections record grade 4 (poor) or 5 (very poor) faults.

Portion of footpath network with faults recorded 2017 survey



Extent of faults recorded



## BRIDGES AND STRUCTURES: GOOD

- **Indicator:** Three bridges (out of 177 total) posted below class 1 or 50MAX (restricted loading), affecting one percent of the network. Seven bridges require replacing in the 10 year programme.
- **Indicator:** Three retaining walls (out of 258 total) require replacing in the 10 year programme.

## DRAINAGE: GOOD

- **Indicator:** 98 percent of kerb and channel rate at grade 3 (good/moderate faults) or better. 88 percent of culverts rate at grade 3 (good/moderate faults) or better.

## TRAFFIC SERVICES: GOOD

- **Indicator:** 99 percent of signs rate at grade 3 (good/moderate faults) or better. 95 percent of rails rate at grade 3 (good/moderate faults) or better
- **Indicator:** Streetlights: Recently completed LED replacement programme for 100 percent of the network.

RATING	DESCRIPTION OF CONDITION
1 Excellent condition	No faults
2 Very good	Minor faults
3 Good	Moderate faults
4 Poor	Significant faults
5 Very poor	Failed

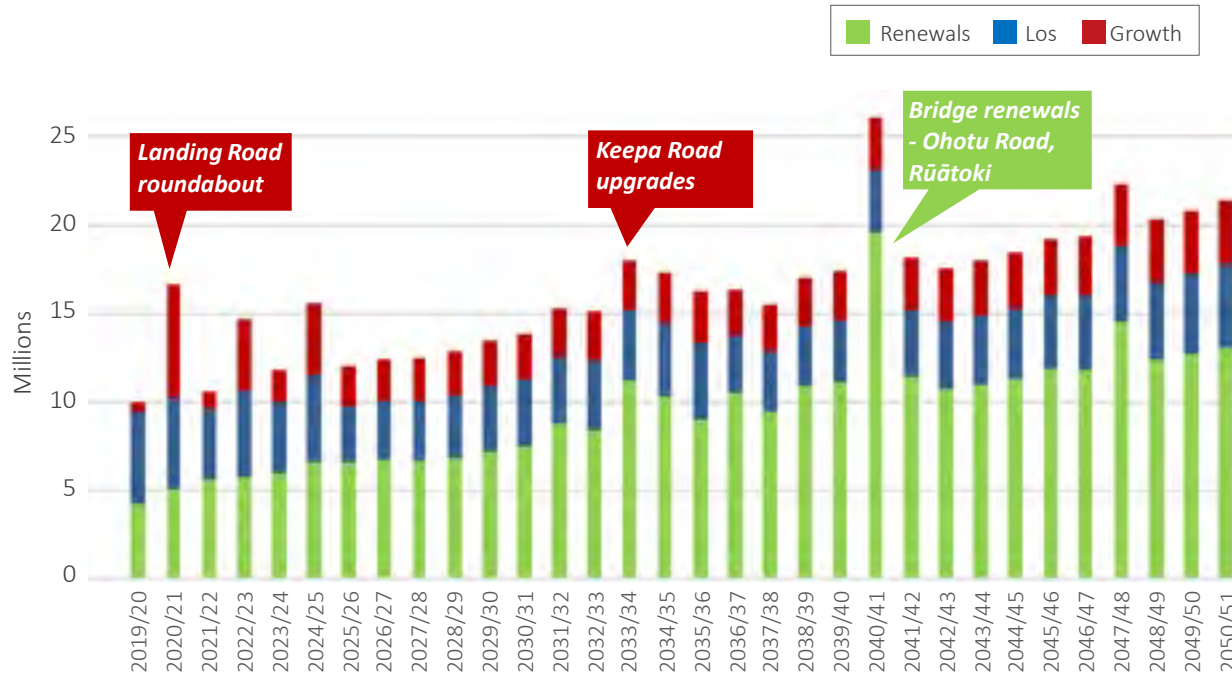


## 12.6. Customer Levels of Service (LoS): Transport Connections

CUSTOMER OUTCOME		INDICATION OF CURRENT PERFORMANCE					FUTURE PLANNING AND INVESTMENT (KEY EXAMPLES)
		ARTERIAL	PRIMARY COLLECTOR	SECONDARY COLLECTOR	ACCESS	LOW VOLUME	
Safety	Number of serious injuries and fatalities (DSI)						<ul style="list-style-type: none"> <li>Road to Zero Improvements Programme</li> <li>Road Safety Programme</li> <li>Blueberry Curves Safety Improvements</li> </ul>
	Collective risk						<ul style="list-style-type: none"> <li>Road to Zero Improvements Programme</li> <li>Road Safety Programme</li> <li>Blueberry Curves Safety Improvements</li> </ul>
	Personal risk						<ul style="list-style-type: none"> <li>Road to Zero Improvements Programme</li> <li>Road Safety Programme</li> <li>Blueberry Curves Safety Improvements</li> </ul>
Amenity	Smooth travel exposure (STE)						<ul style="list-style-type: none"> <li>Transport Asset Management Plan implementation.</li> <li>Roading Renewals Programme.</li> </ul>
	Peak roughness – <b>urban</b> sealed roads						<ul style="list-style-type: none"> <li>Transport Asset Management Plan implementation.</li> <li>Roading Renewals Programme.</li> </ul>
	Peak roughness – <b>rural</b> sealed roads						<ul style="list-style-type: none"> <li>Transport Asset Management Plan implementation.</li> <li>Roading Renewals Programme.</li> </ul>
Accessibility	Portion of network not available to class 1 heavy vehicles						<ul style="list-style-type: none"> <li>Continue with current approach as HVs primarily access arterials, primary and secondary collectors.</li> </ul>
	Portion of network not available to 50MAX						<ul style="list-style-type: none"> <li>Continue with current approach given HPMV vehicles primarily access high volume corridors.</li> </ul>
Travel time reliability	Throughput at indicator sites						<ul style="list-style-type: none"> <li>Reflects urban arterial access. This is being addressed through a separate business case.</li> </ul>
Cost efficiency	Percentage of network renewed annually	Surface	Pavement				<ul style="list-style-type: none"> <li>Continue with planned roading renewals programme.</li> </ul>
	Sealed road maintenance: Three year average annual costs per kilometre		Maintenance	Resurfacing	Rehabilitation		<ul style="list-style-type: none"> <li>Continue with planned roading renewals programme.</li> </ul>
	Unsealed road maintenance: Three year average annual costs per kilometre		Maintenance	Metalling			<ul style="list-style-type: none"> <li>Reflects high portion of unsealed primary collector roads with high maintenance costs.</li> <li>Road-resealing programme.</li> </ul>

## 12.7. Capital expenditure

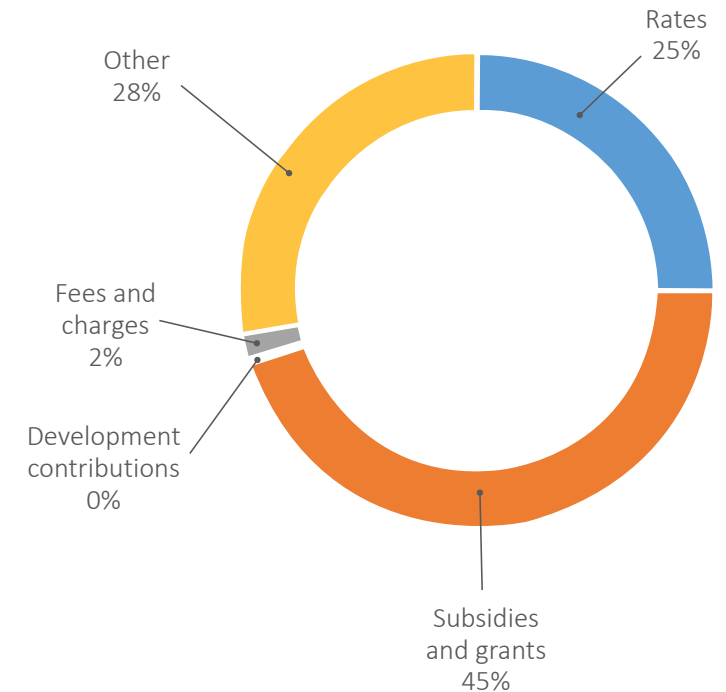
Projected capital transport expenditure 2021-2051



## 12.8. Funding sources

The graph below shows how the Council will fund the 'Transport Connections' group of activities during the 10 years 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent. Development Contributions are a source of funding for this group of activities, but contribute less than one percent. The 'other sources' category is made up of sundry income (including internal recoveries/ overheads), internal interest, development contribution reserves, depreciation reserves, loans raised, and operational reserves. The 'rates' category includes both targeted and general rates.

Funding sources 2021-2031 - roading and footpaths



## 13. SIGNIFICANT ASSUMPTIONS

The Infrastructure Strategy has been prepared using the following assumptions, which are consistent with the significant forecasting assumptions for the Long Term Plan 2021-31.

For the full list of assumptions used for the Long Term Plan 2021-31 (including further detail about some of the assumptions below), refer to the *Our Assumptions for this LTP* chapter of this document.

ASSUMPTION	LEVEL OF UNCERTAINTY	POTENTIAL IMPACT	MITIGATING RISKS OF THIS ASSUMPTION
<p>All financial information in this strategy includes inflation, unless stated otherwise.</p> <p>Inflation is assumed to be in line with BERL's 'mid' scenario, in the BERL Local Government Cost Adjustor Forecasts.</p>	Med	Med	<p>BERL price change estimates are an industry recognised measure. These are updated annually and Council will review its financial strategy accordingly, particularly noting the impact of any upward movement on affordability.</p> <p>Uncertainty around inflation levels is currently elevated. This is reflected in BERL releasing more than one scenario for the first time.</p>
<p>The population of the Whakatāne District will grow to approximately 41,800 people by 2043. Over the 10 years of the LTP, that is an average increase of approximately 0.5% per annum.</p>	Med	High	<p>The Council's Future Development Strategy (FDS) is currently being progressed and will indicate an alternative scenario than that set out by this assumption. Over the coming 2-3 years, work including the FDS will focus on gaining better clarity of future growth, and support the development of strategies and plans that chart the way ahead.</p> <p>Population assumptions will be updated three-yearly through future LTPs, or Annual Plans if required.</p>
<p>Population settlement will not be substantially different to the status quo for 2021-31.</p>	Med	Med	<p>The FDS will likely identify new areas for development. Investment into these will be funded through future LTPs, based on FDS timeframes.</p>
<p>The rating base will increase by 120 new dwellings in the Whakatāne District each year.</p>	Med	Med	<p>Assumptions about the rating base will be updated as any new information becomes available, and implementation of the FDS will seek to remain agile in relation to actual growth to ensure long-term sustainable delivery of services.</p>
<p>External funding/subsidies will be secured where these have been budgeted for.</p> <p>This includes, for example, programmes which have in the past received (or which meet the criteria for) Waka Kotahi NZ Transport Agency co-investment.</p>	Med	High	<p>Central government subsidy regimes are generally changed only through consultation with the local government sector and with a period of transition. The Council will have lead in time where subsidy changes are being made and would be able to review and adjust work programmes where necessary.</p> <p>The Council will continue to seek subsidies for projects where available. Where funding becomes unavailable or is less than expected, the viability and timing of the project will be re-assessed before progressing. Waka Kotahi has funding restrictions, and will only confirm levels of funding in August 2021. If funding is reduced, the Council should still be able to commit to the levels of Council funding budgeted in the LTP.</p>

ASSUMPTION	LEVEL OF UNCERTAINTY	POTENTIAL IMPACT	MITIGATING RISKS OF THIS ASSUMPTION
<p>Current national, regional and local policies, strategies and Levels of Service requirements will remain in place. Accordingly, there will be no significant changes to legislation that would impact on the need for or nature of infrastructure, or costs associated with compliance.</p> <p>On 24 April 2021, the Minister of Local Government announced a Ministerial Inquiry into the Future for Local Government. Unless specifically stated otherwise, the Council has prepared the LTP 2021-31 on the assumption its existing role and functions will continue for the life of the plan.</p>	Med	High	<p>The potential impact of future changes could be high if legislation results in additional required expenditure to comply with new standards, offers new funding opportunities, or requires the Council to increase levels of service.</p> <p>The Council will continue to set the work programme to take into account the expected outcome of legislative change where possible. Legislative change is often progressed with a long lead-in time, allowing Council to respond accordingly.</p> <p>In regards to the Future of Local Government Review, the review timetable is such that the final recommendations to Government will not be known until April 2023. While the review could recommend significant change to local government, there is no information available on the likely direction for the review at this time. Council considers it unlikely that any recommendations could take effect before 1 July 2024 – particularly for changes to roles or functions. Any changes that are made will be incorporated in the 2024-34 LTP.</p>
<p>The resource management framework and associated costs are as per the current Resource Management Act (RMA) standards for budgeting.</p>	High	Low	<p>There is elevated uncertainty that resource consent costs will be as projected, due to reform of the Resource Management Act. However, we can only plan based on the current framework.</p> <p>Current standards already require significant upgrades to our expiring consents. Even more stringent consent conditions may be required through the gaining of consents over the term of the LTP. However, due to the level of uncertainty associated with RMA reform, LTP work programmes and budgets are developed in accordance with current standards.</p>
<p>All three waters services will remain in Council control for the period of the LTP.</p>	High	High	<p>The Council has signed a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.</p>
<p>Technology will evolve and have an impact on our service delivery. However, prudent aversion to risk will mean that the Council is generally not an early adopter.</p>	Med	Low	<p>Local government is generally risk-averse where investment in new technologies is concerned. Generally, these need to be established and proven for Council to make the investment. Major strategies and projects will explore technology based solutions as part of the contextual and options analysis. This will include the upgrades that will be required to wastewater treatment systems over the coming 10 years and beyond.</p>
<p>The lifecycle of assets is as stated in the Statement of Accounting Policies in the LTP.</p>	Low	High	<p>Condition assessments continue to be undertaken by the Council with condition information updated based on actual rather than theoretical expectations.</p>
<p>Depreciation is based on correct values, and revaluations will be in line with projections.</p>	Med	Med	<p>Asset revaluation - impairment reviews will be undertaken in the intervening years between revaluations to reduce the risk of significant shifts in value between scheduled valuation cycles, particularly that the Level of services has not been recognised and assets are overvalued.</p>
<p>Assets will be replaced with a 'like-for-like' except where noted.</p>	Med	Med	<p>The Council reviews its work plan annually and the Revenue and Financing Policy every three years, alongside the LTP. If funding is not available through the principle-specified source, Council would need to reconsider priorities or consider alternative funding sources that are available, i.e. borrowing.</p>

ASSUMPTION	LEVEL OF UNCERTAINTY	POTENTIAL IMPACT	MITIGATING RISKS OF THIS ASSUMPTION
Costs of projects and replacements have been accurately budgeted where not like-for-like.	Med	Med	Cost estimates are updated annually through the Annual Plan process, and when detailed design has been completed, providing further accuracy to expected costs. Should costs change substantially from initial estimates, the viability of the project will be reviewed before progressing further.
The cost of land will increase at the same rate as the capital inflation used for capital projects.	High	Med	There is a high degree of uncertainty on the likely inflation of land costs. The potential impact is medium. Changes to budgets would need to be made through future Annual Plans and Long Term Plans if required.
The district will continue to face frequent minor storm and flood events, and sporadic high-impact events. These may require damage or remedial work to infrastructure.	Med	High	<p>The Council has reserve funds to limit the impact of natural hazard events by building up funds to pay for storm damage to roading and general disaster response and recovery.</p> <p>The District Plan includes provisions to protect against coastal hazards, and our underground assets are covered through insurance.</p> <p>Central government also has a role in disaster recovery and restoration works following natural disasters.</p> <p>The Council will continue to monitor natural hazard research, with budget for this included in the Long Term Plan.</p>
Climate change will occur in line with the Intergovernmental Panel on Climate Change (IPCC) 'RCP 8.5 scenario.'	High	High	<p>The Council will continue to review this assumption as data and scenarios are updated.</p> <p>As further climate change work is undertaken globally and nationally, including a national risk assessment, any new guidance will inform our assumptions.</p>
<p>The Council will continue to be able to attract staff and contractors.</p> <p>Accordingly, there will be sufficient capacity to undertake the capital programme to agreed standards and specifications.</p>	Med	Med	<p>Consideration has been given to the forward work plan and nationwide competition for resource and economic context.</p> <p>The Council recruitment process focuses on the lifestyle offered by Whakatāne District and ensures that remuneration reflects the current market.</p> <p>The Council has a procurement manual which ensures robust contractors, and Council contracts outline the expectation of contractors. Legal/contractual rights can be exercised if work is not completed to the agreed standards and specifications.</p>
Existing service delivery methods and levels of service will continue unless specified.	Med	Low	<p>While it is likely that some of our service delivery may look different over the period of the Long Term Plan, we can only budget for known changes.</p> <p>For cases of disruption to services necessitated by natural disasters or other unplanned events, Business Continuity Plans have been developed for core asset departments as part of individual Asset Management Plans.</p> <p>The Council will pursue shared service options through BOPLASS and other methods, such as public/private partnerships.</p>



# FINANCIAL STRATEGY 2021-31

## Te Rautaki Ahumoni 2021-31



### Introduction

The Financial Strategy supports the delivery of Council activities and services to address rates affordability and ensure that the Council remains in a long-term stable financial position. The Financial Strategy is central to the development of the Council's Long Term Plan.

This strategy focuses on balanced investment in priority areas to support the district's development and communities' aspirations, while also ensuring that our long term financial position is strong, prudent and fair in addressing the many challenges we are facing.

### Objectives

The Financial Strategy will continue to place the long-term financial sustainability and affordability of rates at the forefront of the 2021-31 Long Term Plan.

The objectives of this Financial Strategy are to continue to achieve the right balance between ensuring resources are available to sustainably invest in and manage assets and services, while at the same time:

- maintain rates at an affordable level
- control our expenditure
- manage financial risk, and
- ensure inter-generational equity.



# Planning for the long term

The Long Term Plan 2021-31 has a particular focus, in the first three years, on key initiatives to ensure that we:

- Plan for, and adequately respond to, sustainable growth management
- Improve asset management and planning for three waters services (including growth-related)
- Mitigate and adapt to current and/or expected climate change effects
- Prepare for local government sector reform of water-related services

Initiatives to support this include the development of a Future Development Strategy (FDS) and Regional Spatial Plan, a district-wide rates review and implementation of an organisational capacity and capability review.

## Strategy context

### COVID-19

The emergence of COVID-19 has had a profound effect on the world, and the Whakatāne District and our communities are no exception. As with other emergency events, the Council will need to respond appropriately to any future outbreaks of COVID-19, which will impact the Level of service we are able to provide. For the purposes of budgeting and planning our work over the next 10 years, we've made the assumption that there will be no further major resurgences of COVID-19 (i.e. which would impact our work plan or services).

### Funding and resourcing pressures facing our district include:

- Time-bound opportunities to leverage significant central government co-funding opportunities.
- Interest rates are at historic lows. The New Zealand economy has thus far come through COVID-19 more strongly than had initially been expected and as a result, there are signs of inflationary pressures. General commentary from both the Reserve Bank and commercial banks are forecasting interest rate increases over the coming years.
- Limitations on available funding tools and levers.
- Inflation, cost increases and service procurement challenges.

### Key strategic and financial considerations

- Since 2013, the Whakatāne District's population has grown at an average rate of approximately 1.6 percent per annum. As at 30 June 2020, the Whakatāne District population is estimated to be 38,200.
- There is insufficient land zoned at present to cope with expected growth.
- Council needs to invest in new and upgraded infrastructure to service anticipated growth projections for the district.
- The need to upgrade the district's three waters infrastructure and services provides the biggest challenge to the Council's long-term financial strategy. This is currently estimated to cost \$153 million over the LTP period.
- The Council manages \$760 million of community assets (Total assets as at 1 July 2020).
- Operating expenditure is averaged at \$90 million per annum over the LTP period.
- The Whakatāne District Council employs approximately 313 full-time equivalent staff, making it one of the larger employers in the Eastern Bay of Plenty.
- In order to fund existing Council services and priority projects, including renewal of existing assets and new capital expenditure, \$374 million is planned to be invested over 2021-31. Grants and subsidies will be used to reduce the impact of this investment, and Council's rates and debt levels will need to increase.
- The Council has smoothed the planned growth in total rates required from the district over the first three years, and intends to manage its expenditure within this plan. It is important to note, however, that the rates increase for a particular property will be different each year.

## Balancing affordability and growth

The district's population trend over the past two decades has been a static / reducing population. This trend has dramatically reversed in the past seven years with significant lifts in property values, and consistent annual increases in the district's population.

While the Council has most of the infrastructure necessary to service a stable population base, pressure for new and improved assets and services has come from population growth.

In particular, new investment in water supply and wastewater (sewage) treatment, and improvements to the quality of water and wastewater outfalls is required over the 2021-31 LTP period. Furthermore, renewal of wastewater consents in 2026 will likely result in pressure to improve the standards of wastewater treatment and discharge outfalls.

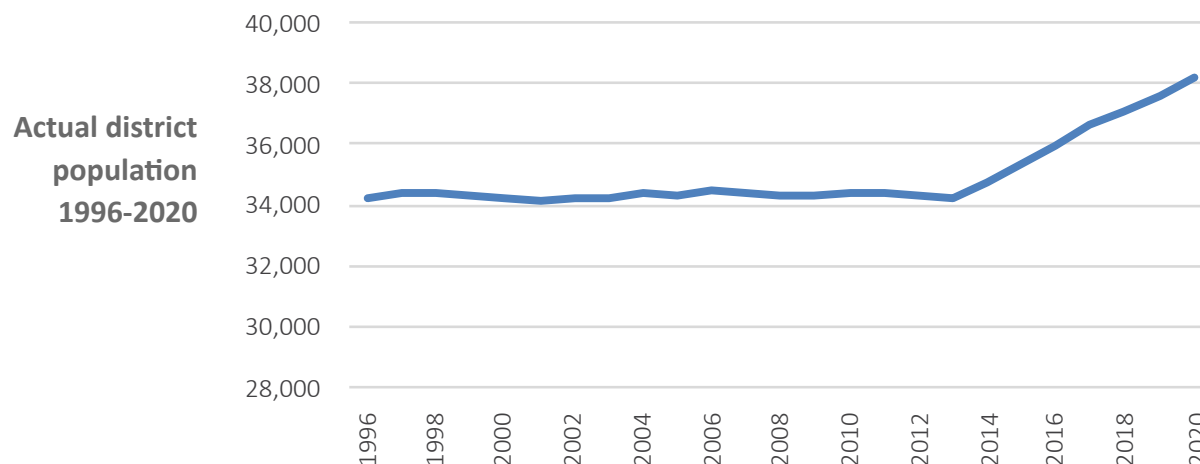
The assumption for the development of the Long Term Plan is that the population of the district will continue to grow at a rate exceeding projections in our previous LTP 2018-28.

Our growth assumption is based on Statistics NZ's 2013 'high' population scenario, with a conservative 15 percent buffer added in line with actual population growth experienced in recent years. This assumption falls roughly in the middle of the 'medium' and 'high' scenario forecasts from Statistics NZ based on the 2018 census.

From a rating base perspective, an assumption of an increase of 120 Housing Equivalent Units (HEUs) per annum has been used for the development of the Financial Strategy. This figure is based on a mixture of recent trend data and population projections and is considered a conservative approach to rating. This will ensure that the Council is adequately and responsibly planning for the additional costs associated with supporting increased population and development.

Development Contributions are also paid on completion of new properties to pay for associated new or improved infrastructure.

Council is also currently developing a Future Development Strategy (FDS), and Regional Spatial Plan with partners, to guide decisions on the sustainable management of growth within the district.



## Maintaining existing assets

The Council manages \$760 million of assets (total assets as at 1 July 2020) on behalf of our communities. These assets are critical to servicing our district and supporting community wellbeing.

The Council ensures robust Asset Management Plans are in place for our core infrastructure activities so they are well maintained, have a long-term prioritised programme of works and that the 'whole of life' costs are balanced and shared across multiple planning periods.

Environmental standards continue to increase regarding the quality of water that we discharge around the district. Higher standards are required in the term of the Long Term Plan 2021-31 for three waters (water, stormwater and wastewater) as many of the assets are either nearing the end of their life or require capacity upgrades to manage growth. A significant amount of work is required, including upgrades to our wastewater treatment plants, to meet modern standards and gain consents from Bay of Plenty Regional Council.

In July 2020, central government initiated the Three Waters Reform Programme to review local government three waters service delivery arrangements. One of the possible outcomes of this reform is that the management and operation of the three water assets may move to another agency. The outcomes of this reform are not included in this Long Term Plan, as there are currently a number of uncertainties around the final outcome. Council's Long Term Plan 2024-34 will include any associated planning and investment requirements.

## Financial implications of natural hazards and events

Natural disasters can result in significant costs for the initial response effort, clean-up, and capital works programme required to rebuild damaged assets. Planning for the financial impact of such events is difficult. Depending on the scale of an event, this could require the reprioritisation of projects and budgets and unbudgeted spending. Council’s options for meeting the cost of natural hazards and events damage includes pre-funding (increasing reserves) or post-funding (increasing debt).

The Council will initially attempt to meet any costs from within existing budgets and where available, from insurances and external subsidies. The LTP also includes two reserve funds to help meet the cost of responding to natural hazard damage, the Roding Storm Damage Reserve and the Disaster Recovery Reserve. Council is also planning to implement a number of initiatives in this Long Term Plan to support our Climate Change Strategy, including investment to support Council’s target of being carbon neutral by 2030, and development of a Climate Change Risk Assessment and Adaptation project. The Long Term Plan also includes an increase in the costs of insurance due to increased risks.

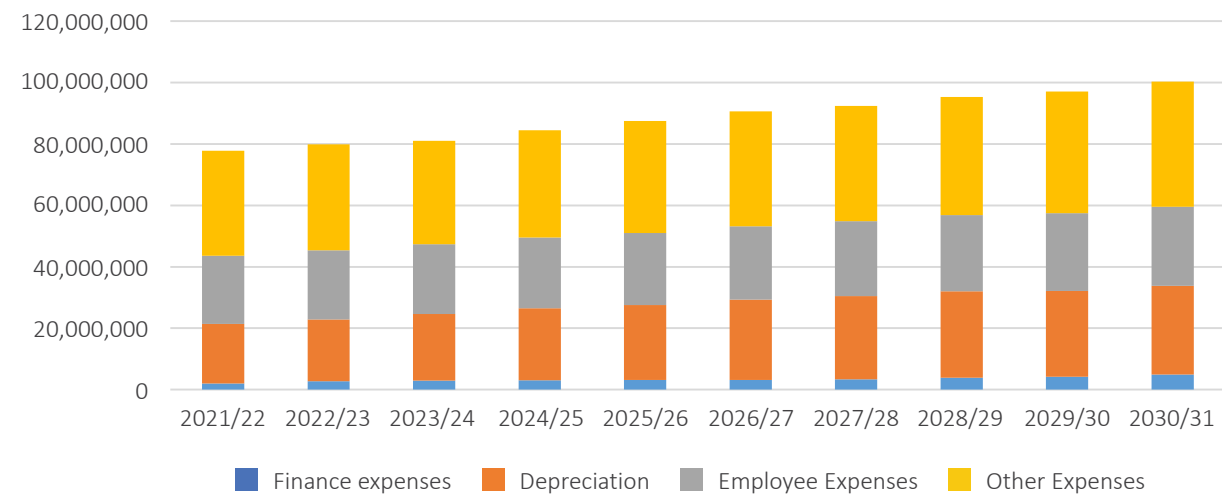
## Expenditure

### OPERATING EXPENDITURE

Operating expenditure primarily pays for Council’s day-to-day costs of delivering services and maintaining existing assets. The majority of our operating expenditure is related to the four core network infrastructure activities which include transport connections, water supply, stormwater drainage, and sewage treatment and disposal.

The Council’s total operating expenditure is set to increase from \$78 million in 2022 to \$103 million in 2031 equating to a 33% increase across the LTP period. The four largest areas of investment are in recreation and community services, transport connections, three waters and corporate and district (including building and consents). These four activities make up 75 percent of our operating expenditure.

Forecast operating costs 2021-31



## CAPITAL EXPENDITURE

Capital expenditure pays for buying or building new assets, renewing an existing asset or improving an existing asset to deliver a better service.

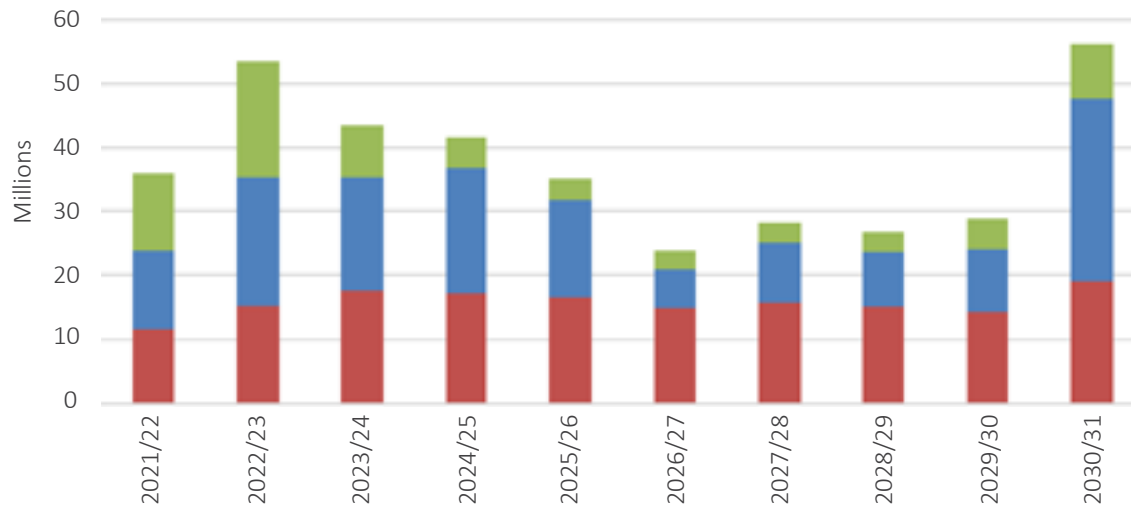
Growth projections show approximately an additional 1,200 households will be required over the Long Term Plan 10 year period. Investing in better service levels for infrastructure is essential to any growing community; however, Council must balance these improvements with our communities ability to pay. The Council's total capital expenditure is planned to range from \$23.8 million to \$56.3 million per year over the 10 year planning period. Total capital expenditure over this period is planned to be \$374 million.

The majority of Council's capital expenditure is related to core network infrastructure (transport connections, water supply, stormwater drainage and sewage treatment and disposal). Over the life of the LTP, these account for 78 percent of our capital expenditure.

The transitional nature of this LTP has a significant portion of Council's capital expenditure for renewals, including the replacement of assets that have reached the end of their lifespans. The renewal of network infrastructure, including transport connections, stormwater drainage, water supply, and sewage treatment and disposal, accounts for 33 percent of our planned capital expenditure. Other renewals (of non-network infrastructure such as halls, public toilets, playgrounds etc.) account for a further 12 percent.

Council assets have very long lives. Council's strategy is to ensure that both current and future ratepayers pay their fair share of the cost of providing assets and services. Intergenerational equity is achieved through loan funding, long-term assets and drawing rates to pay for the loan over an extended period. Depreciation assists in intergenerational equity by ensuring that a cost is recognised for the consumption of the assets. Depreciation reserves are set aside annually to meet the costs of renewing an asset as it nears the end of its lifespan.

**Capital expenditure by level of service 2021-31**



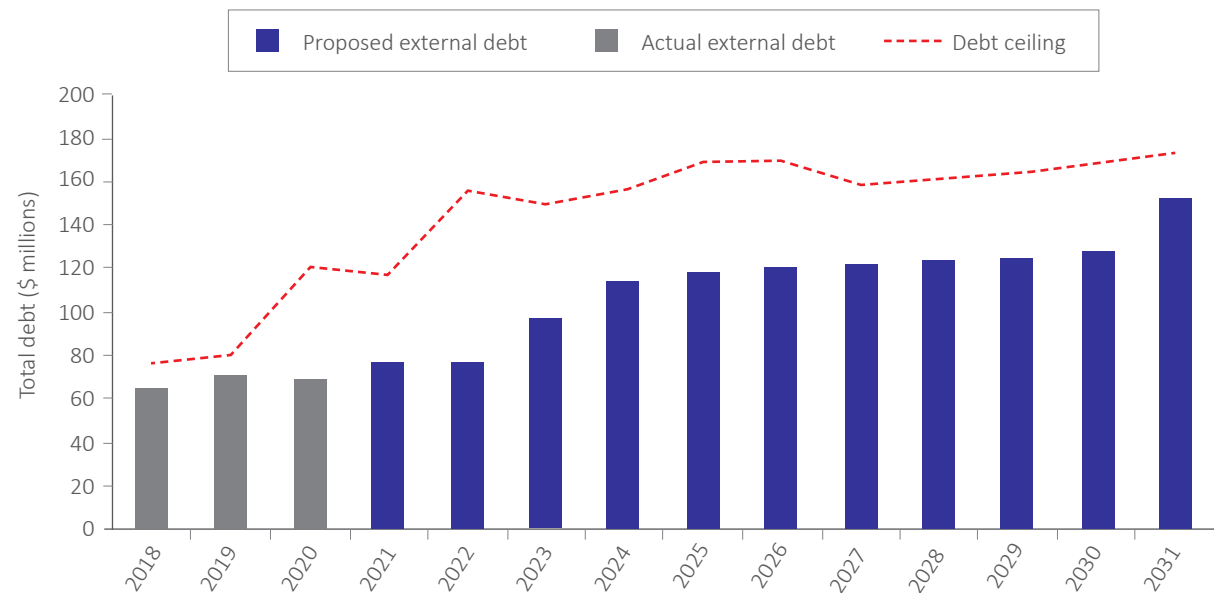
## Borrowing and debt

The Council has a healthy balance sheet and is in a stable financial position. Our portfolio of activities and services includes managing \$760 million worth of community assets, compared to total liabilities of \$106 million. Careful consideration has been given to prioritising and scheduling only necessary capital projects.

Through this Long Term Plan, the Council has increased its debt limit (applying to external debt) being less than 175 percent of total revenue (previously the cap was 150 percent). The increase will provide Council with the necessary funding for our capital investment plan, as well as ensuring there is a sufficient headroom in our debt limit to cope with unexpected and natural disaster events.

Total borrowing at 30 June 2020 was \$72 million of external borrowing through the banks. Increased investment to manage asset renewals, improved levels of service, and development of new assets over the period of the LTP, will result in Council needing to increase debt levels. Council also anticipates as projected debt rises, managing the cost of debt will become increasingly important. Over the first three years of the Long Term Plan, Council will consider obtaining a formal credit rating with an external credit agency, such as Standard & Poors or Fitch. One benefit of a formal credit rating is the ability to access debt at a lower cost through our funding partners, but this needs to be considered against the cost of maintaining the credit rating.

Council's strategy is to ensure that both current and future ratepayers pay their fair share of the cost of providing services, referred to as intergenerational equity. Council achieves this through loan funding for long-term assets and drawing rates to pay for the loan over an extended period. Depreciation also assists in intergenerational equity by ensuring that a cost is recognised for the consumption of the assets.



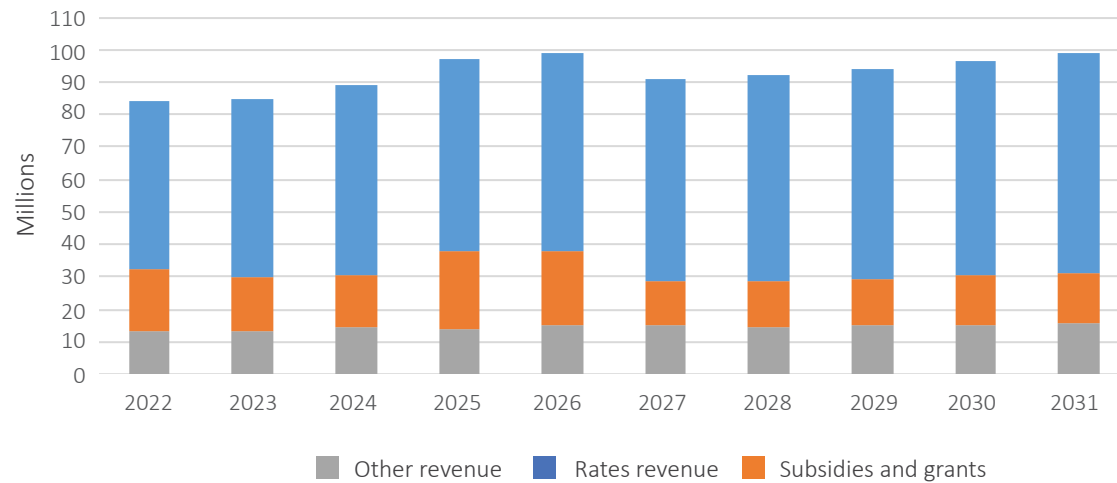
## Policy on securities for borrowing

To borrow money, the Council has to offer lenders security. Like most councils, we secure our debt against our rates income, rather than against physical assets like land or buildings. This means that lenders can make us increase rates to repay debt under certain circumstances. Using this form of security helps to keep the interest rates on our debt low. Council uses financial derivatives to arrange interest rate risk. These derivatives, known as swaps, reduce variability in interest costs, allowing Council to better manage cash-flow. The Council's full policy on security for borrowing, the Liability Management Policy, is available at [whakatane.govt.nz/policies-and-bylaws](http://whakatane.govt.nz/policies-and-bylaws)

## Revenue

Rates provide the majority of revenue required to pay for the services and facilities delivered by the Council. This typically accounts for 65-70 percent of our revenue each year, with the balance coming from other sources. Other sources include subsidies, grants, financial assistance rates and government partnerships, and fees and charges.

Forecast revenue sources 2021-31



# Rates setting

The Council has smoothed the planned growth in total rates required from the district over the first three years of this LTP, and intends to manage its expenditure within this plan. After smoothing, the resulting per annum total rates rise for the first three years of the LTP will be 6.93 percent. Rates increases for the remaining seven years will continue to be calculated annually. This has the effect of reducing the rates increase for year one (2021/22).

We intend to increase the total rates take by the same amount – 6.93 percent- each year for the first three years. It’s important to note that the increase will vary for individual households and properties each year, although the increases will be more predictable.

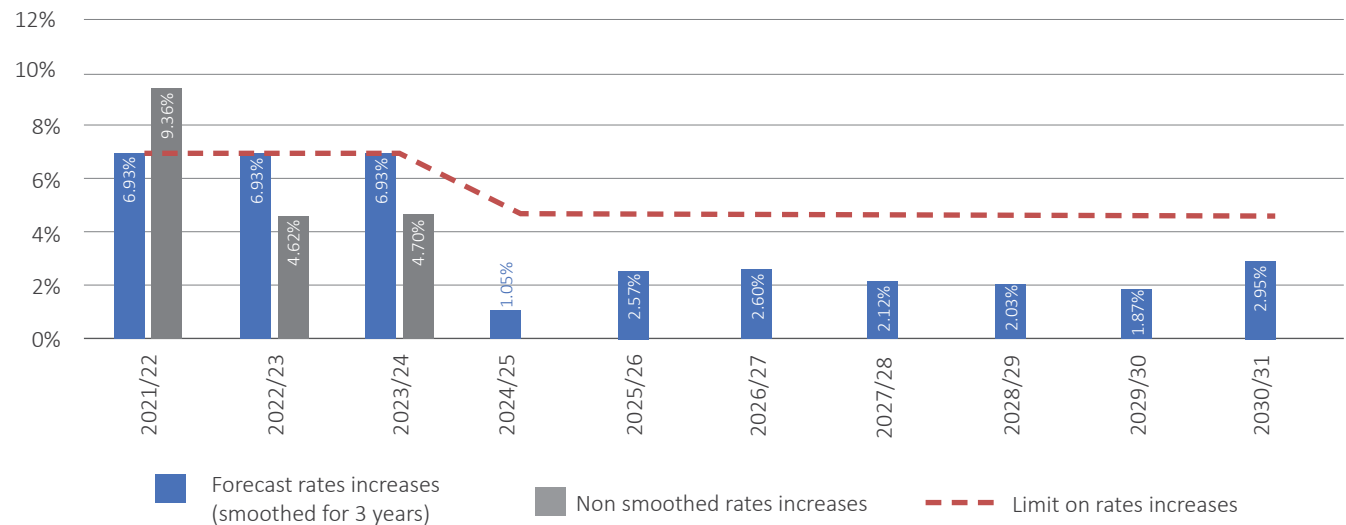
Due to the transitional aspect of this LTP, Council can only adequately predict the first three years at this point. A full review of the LTP will be undertaken during the next three years, including a rates review and overall financial strategy to ensure the LTP adequately plans for growth. Council will monitor this set rates method over the LTP to ensure services are not adversely affected.

# Limits on rates

As the Council has smoothed rates for the first three years of the Long Term Plan, the Council’s intent will be to manage within the smoothed total rates increase figure of 6.93 percent per annum for those three years. For years four to 10 of the LTP, we will retain our existing limit on rates of inflation (based on the Local Government Cost Index or LGCI) plus two percent.

It should be noted that the limit applies to the total rates increase across the district, with actual rates increases varying from property to property.

Forecast total rates increases 2021-31



# What is LGCI?

The LGCI, or Local Government Cost Index, is a measure of inflation, as it relates to costs specifically affecting the Local Government sector. LGCI inflation figures are produced for the local government sector by Business and Economic Research Limited (BERL). The forecast limits for rates increases (at LGCI + 2%) are based on the LGCI forecast at the time this Financial Strategy was written. As annual updates are made to LGCI, the limits will be adjusted accordingly.

# Operating a balanced budget

The LTP forecast is for a surplus during the first five years of the plan, and the budget is balanced in each of these initial years. This surplus includes subsidies for capital projects undertaken by Council, and is utilised to fund asset purchases and/or debt repayments. The forecast for years five to 10 (2027-2031) of the LTP does not quite meet the balanced budget threshold. In total across all 10 years of the LTP, Council has planned for a balanced budget.

The small deficits in the later years of the LTP is principally due to the Matatā wastewater project which is forecast to be completed in 2026. As there is currently no rating scheme for Matatā wastewater, the proposed operating costs (from 2026 onwards) have been reserve funded. As Matatā wastewater assets will be built and commissioned later in the LTP, no renewals are planned, and no depreciation has been funded for these assets over the remaining term of the LTP. A full rates review alongside the 2024-34 LTP will provide an opportunity to consider the need for a rating scheme for Matatā wastewater to address this future deficit.

Elements of the Financial Strategy that support a balanced budget approach over the 10 years includes proposals to increase debt levels, obtaining a credit rating for the Council and introducing standardised rate increase for the first three years of the LTP.

**Balanced budget benchmark 2021-31**



# Financial investments disclosure

Under the legislation, our Financial Strategy must disclose any objectives for holding and managing investments and equity securities.

Council holds financial investments, such as term deposits, to manage its cash flow to finance expenditure on operations. As per Council’s Investment Policy, these investments are not significant.

The Council holds these funds to:

- Invest surplus cash and working capital funds.
- Invest proceeds from the sale of assets.
- Invest funds allocated for approved future expenditure to implement strategic initiatives or to support inter generational allocations.
- Invest amounts allocated to accumulated surplus, Council created and restricted reserves such as renewal reserves, operational reserves, development contributions and the harbour fund.

The Council has an Investment Policy in place, setting out its approach to managing any investments.

# Significant assumptions

The Council has made a number of forecasting assumptions in preparing the 2021-31 LTP. These are outlined in the *Our Assumptions for this Long Term Plan* chapter of this document, beginning on page 127





# REVENUE AND FINANCING POLICY

## *Te Kaupapa here o te Pūtea*

### 1.0 Purpose

The Local Government Act 2002 (the Act) requires Whakatāne District Council (the Council) to manage its finances prudently and in a way that promotes the current and future interests of the community. This policy outlines the choices we have made in deciding the appropriate sources of funding for operating and capital expenditure, and how we have made these choices.

### 2.0 Policy considerations

Section 101 of the Act requires local authorities to consider certain matters when determining the sources that will be used to meet funding needs. The Council has considered the following matters:

#### 2.1 COMMUNITY OUTCOMES

Community Outcomes represent the Council's contribution to community wellbeing in the district. They represent the goals that the Council is aiming towards and underpin the rationale for the activities and services the Council delivers.

#### 2.2 DISTRIBUTION OF BENEFITS

For each activity, this consideration analyses the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals.

The funding sources selected by the Council for each activity will typically, although not always, reflect who is benefiting from the activity. It will also be influenced by the other policy considerations listed in this section.

## 2.3 USER PAYS AND EXACERBATOR PAYS

This consideration analyses the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity. Examples are community facilities, water supply, solid waste, road and footpath and health and safety. The principle suggests that Council should recover some costs directly from those causing demand for the service. A number of Council's activities exhibit user pays and exacerbator pays characteristics. Through the use of fees and charges (including fines), the Council will seek to recover expenditure where this situation exists. However, it is acknowledged that it can be difficult, inefficient or sometimes inappropriate, and in these circumstances activities will be funded through general rates.

## 2.4 PERIOD OVER WHICH BENEFITS ACCRUE

This consideration analyses the period in or over which the benefits of Council's activities are expected to accrue. This then indicates the period over which the operating and capital expenditure should be funded.

For all activities, operating costs are directly related to providing benefits in the year of expenditure. As such, they are appropriately funded on an annual basis from annual revenue.

Intergenerational equity applies to capital expenditure where assets have useful lives ranging from a few years through to many decades. One method used to spread these costs over time is loan funding. This ensures that current ratepayers do not pay for benefits received by future ratepayers. Each year's ratepayers service the debt associated with this asset. This results in infrastructural costs being spread more evenly across the life of the asset and the different ratepayers who benefit from it.

## 2.5 COSTS AND BENEFITS (OF SEPARATE FUNDING)

This consideration analyses the costs and benefits of funding the activity distinctly from other activities.

There are administration costs associated with separate funding and these need to be weighed against any benefits of targeting specific beneficiaries/users of a service, including transparency and accountability. Transparency and accountability are most evident when an activity has one defined funding source. This allows ratepayers, or payers of user charges, to see exactly how much money is being raised and spent on the activity, and to assess whether or not the cost to them of the activity represents good value.

However, funding every activity this way would be extremely complex. The administrative cost and lack of significance lead Council to fund a number of activities by way of a general rate. To aid in transparency and accountability, Council separates the total general rate into reasonable activity breakdowns, when presenting the ratepayer with their rates assessment notices. This then allows the ratepayer to make some form of meaningful assessment down to activity level.

## 2.6 OVERALL IMPACT ON THE COMMUNITY OF ANY ALLOCATION OF LIABILITY FOR REVENUE NEEDS

This consideration complements the previous considerations listed above.

Once all the previous considerations have been taken into account, Council ensures that overall funding sources are not creating a disproportionate burden on a specific sector or part of the community.



## 3.0 Funding sources

**Funding sources are either paying for operating costs or capital costs.**

### 3.1 FUNDING OF OPERATING COST

Operating expenditure pays for Council's day-to-day spending on services we provide. These include contribution for maintaining existing assets, or other expenditure that does not buy or build a new asset.

Council funds operating expenditure from the following sources:

- General rates, including uniform annual general charges;
- Targeted rates, including fixed targeted rates;
- Fees and charges;
- Interest and dividends from investments;
- Grants and subsidies; and
- Other operating revenue (e.g. operating reserves).

The Council has determined the proportion of operating expenditure to be funded from each of the sources listed above, and the method for apportioning rates and other charges.

The Council may choose to not fully fund operating expenditure in any particular year, if the deficit can be funded from operating surpluses in the immediately preceding or subsequent years. An operating deficit will only be budgeted when beneficial to avoid significant fluctuations in rates, fees or charges.

The Council may choose to fund from the above sources more than necessary to meet the operating expenditure in any particular year.

The Council will have regard to forecast future debt levels when ascertaining whether it is prudent to budget for an operating surplus for debt repayment. The LGA requires Council to produce a Funding Impact Statement that provides details on the funding mechanisms to be used for each year covered, and for this statement to be included in the Long Term Plan and Annual Plan, as appropriate. The Funding Impact Statement shows how the Council intends to implement the Revenue and Financing Policy each year. It also shows the amount of funding to be collected from each available source, including how various rates are to be applied.

### 3.2 FUNDING OF CAPITAL COST

Capital expenses pay for buying or building new assets, including replacing an existing asset or improving an existing one, to deliver a better service.

The Council usually funds capital expenditure from borrowing, spreading repayments over several years, or from reserves. Borrowing is managed within the framework specified in Council's Liability Management Policy. Borrowing for capital expenditure enables the Council to ensure there is intergenerational equity in terms of who funds capital expenditure – the repayments are spread over the reasonably-expected average life of the asset where practicable. This means today's ratepayers are not asked to fund tomorrow's assets.

To help offset the impact of debt repayments on rate payers, we will look for funding sources for capital cost. Other funds include:

- Grants and subsidies- from agencies such as Waka Kotahi NZ Transport Agency, and Ministry of Health, and Provincial Growth Fund;
- Development contributions and financial contributions;
- Proceeds from the sale of assets; and
- Lump sum contributions.

## 3.3 DEFINITION OF FUNDING SOURCES

This section provides some simple definitions of the different sources that are available to fund Council's activities. Activities may be funded from one or more source.

### General rates

General rates are used to raise revenue for activities that are of public good or where recovery from users (private good) is not efficient or possible. They include two portions. Part is set based on capital value (value of land plus improvements), and part is by a fixed amount per rating unit (Uniform Annual General Charges – UAGC).

A stepped differential is applied for properties with a capital value over \$15m. For properties in this category, the portion of the property valued under \$15m will attract the full capital value general rates charges. For the portion of the property with capital value over \$15m, Council may define a percentage of the general rate charges to apply. This differential does not apply to the UAGC portion.

### Targeted rates

Targeted rates are used to raise revenue for activities where an area of benefit can be recognised; for example, a rate may be charged to the commercial sector, or to a specific ward. They are set based on the capital value or as a fixed amount per rating unit (Fixed Targeted Rate). This can be used for both private good and public good.

### Lump sum contributions

For the recovery of specific capital expenditure, otherwise loan funded (optional for ratepayer). These must have a high component of private good, as they are paid by ratepayers for capital. Our policy is to not accept lump sum contributions for targeted rates.

### Fees and charges:

Fees, charges and the recovery of fines are used to raise revenue for services or activities that have a high component of private good, and where the users of the service or the exacerbators are identifiable.

### Interest and dividends from investments

The Council has very little external investment holdings and these do not make any return of note. Any income that is received from an investment are generally used to fund activities of public good.

### Borrowing

Loans, both short-term and long-term. Our policy is that borrowing is a funding tool and does not need a split between public and private good, as it is only deferring the eventual charge.

### Proceeds from asset sales

Our policy for the proceeds from the sale of assets is that the proceeds from assets sales will be applied to reduce debt either within the activity from which the sale arose or by Council allocating the proceeds to retire debt in a specific activity.

### Development contributions

To levy these, there must be a specific policy; however, the revenue and financing policy must signal why these are going to be levied. This must have a high component of private good. Council generally considers development contributions as its main funding tool for development-related costs.

### Financial contributions

Council may also require a financial contribution to mitigate environmental effects of a development or subdivision. This may be in the form of money or land, or a combination of both. The Resource Management Act (RMA) restricts the charging of financial contributions to only those activities that avoid, remedy or mitigate environmental effects.

### Grants and subsidies

Our policy is that income received from an external funding entity must be applied against the project for which the subsidy was acquired. These generally would be of a public good; however, this can depend on the purpose or source of the grant or subsidy. In some cases financial assistance relates to a specific project and the ongoing management of the infrastructure e.g. Waka Kotahi NZ Transport Agency subsidises capital costs, and contributes towards operational costs of the Transport team.

### Council-created reserves

Council-created reserves are used to fund a number of activities, usually in instances where the activity meets the purpose for which the reserve was created. Operating reserves are used for a specific purpose or activity e.g. transport, while depreciation reserves are used for funding asset renewals. In some instances, where it is considered appropriate by the Council and where appropriate approval is granted, reserves are used to fund items outside of their original purpose.

### Harbour fund

The Council owns a number of harbour properties in the Whakatāne Central Business District. The income from these properties and any sale of harbour endowment assets are held as the Harbour Endowment Fund. Rules associated with the Harbour Fund have been set through legislation, and restrict income derived from leases or the sale of assets. Our LTP 2021-31 operates within these required parameters.

### Any other source

Other funding sources may be available from time to time to fund Council activities.

### 3.4. SUMMARY OF SOURCES OF FUNDING FOR OPERATIONAL COST BY ACTIVITY

ACTIVITY	USER CHARGES	GRANTS SUBSIDIES AND OTHER	INVESTMENT INCOME	FINANCIAL CONTRIBUTIONS	DEVELOPMENT CONTRIBUTION	RESERVE FUNDS	BORROWING	GENERAL RATES	TARGETED RATES
Local Governance	-	-	-	-	-	-	-	80-100%	0-20%
Whānau, Hapū and Iwi Partnerships	-	-	-	-	-	-	-	80-100%	-
Community Engagement	-	-	-	-	-	-	-	80-100%	-
Community Development	-	-	-	-	-	-	-	80-100%	-
Economic Development and Regeneration	20-40%	0-20%	-	-	-	20-40%	-	20-40%	20-40%
Resource Management - Policy	-	-	-	-	-	-	0-20%	80-100%	-
Strategy and Policy	-	-	-	-	-	-	-	80-100%	-
Transport Connections	0-20%	20-40%	-	-	-	-	-	-	40-60%
Water Supply	0-20%	-	-	-	-	-	-	-	80-100%
Sewage Treatment and Disposal	0-20%	-	-	-	-	-	-	0-20%	80-100%
Stormwater Drainage	-	0-20%	-	-	-	-	-	0-20%	80-100%
Waste Management and Minimisation	20-40%	0-20%	-	-	-	-	-	20-40%	40-60%

ACTIVITY	USER CHARGES	GRANTS SUBSIDIES AND OTHER	INVESTMENT INCOME	FINANCIAL CONTRIBUTIONS	DEVELOPMENT CONTRIBUTION	RESERVE FUNDS	BORROWING	GENERAL RATES	TARGETED RATES
Health and Safety	40-60%	-	-	-	-	-	-	40-60%	-
Resource Management- Consents	40-60%	-	-	-	-	-	-	40-60%	-
Building Control	40-60%	0-20%	-	-	-	-	-	40-60%	-
Road Safety	-	80-100%	-	-	-	-	-	0-20%	-
Emergency Management	-	-	-	-	-	-	-	80-100%	-
Recreation	0-20%	0-20%	-	-	-	0-20%	-	60-80%	-
Arts and Culture	0-20%	0-20%	-	-	-	0-20%	-	80-100%	-
Community Facilities	0-20%	-	-	-	-	0-20%	-	80-100%	-
Ports and Harbour	0-20%	-	-	-	-	80-100%	-	-	-
Whakatāne Holiday Park	60-80%	-	-	-	-	20-40%	-	-	-
Corporate and District Activities	-	-	-	-	-	-	-	80-100%	-
Whakatāne Airport	-	40-60%	-	-	-	40-60%	-	-	-

### 3.5 ACTIVITY FUNDING TABLES

NATURE OF ACTIVITY	WHO BENEFITS NIL, LOW, MEDIUM, HIGH RATING		WHO CONTRIBUTES TO THE NEED NIL, LOW, MEDIUM, HIGH RATING		RATIONALE FOR FUNDING
	Public benefit	Private benefit	User	Exacerbator	
Local Governance	High	Low	Nil	Nil	The whole community benefits from this activity that contributes to an open, transparent and accountable democratic process for local government. This activity also provides opportunities to participate in decision-making. Most of the operational cost is allocated to the whole district as part of the general rate. Targeted rates are used to fund each of the four Community Boards of the district.
Whānau, Hapū and Iwi Partnerships	High	Low	Nil	Nil	This activity supports and strengthens the relationships between the Council and whānau, hapū and iwi, and therefore, the wider community benefits from this activity. This activity recognises our obligations as a treaty partner. Operational costs are funded through the general rate.
Community Engagement	High	Low	Nil	Nil	This activity supports and strengthens the relationships between the Council and the communities. Keeping communities informed and engaged on Council matters and responding to enquiries benefits the wider community. Operational costs are funded through the general rate.
Community Development	High	Low	Nil	Nil	This activity contributes to the current and future needs of the district and benefits the wider community. Organisations and groups responding to community needs will be eligible for grants or subsidised rentals. Operational costs are funded through the general rate reflecting the public good component of this activity.
Economic Development and Regeneration	High	Medium	Low	Nil	The wider community benefits from the promotion and support of activities and projects that contribute to a vibrant economy with strong employment pathways. The high public good component recognises the significant operational costs funded primarily through the general rate. Fees and charges, targeted rates and subsidies are used to reflect the private good component of this activity.
Resource Management - Policy	High	Low	Low	Low	The wider community benefits from the development and use of land in our district that balances the need for growth and protecting our special places and community values and environment. Operational costs of this activity are funded entirely through general rates.

NATURE OF ACTIVITY	WHO BENEFITS <i>NIL, LOW, MEDIUM, HIGH RATING</i>		WHO CONTRIBUTES TO THE NEED <i>NIL, LOW, MEDIUM, HIGH RATING</i>		RATIONALE FOR FUNDING
	Public benefit	Private benefit	User	Exacerbator	
Strategy and Policy	High	Low	Nil	Nil	<p>The wider community benefits from strategies, policies, plans and bylaws to address the challenges and opportunities facing our district.</p> <p>Operational costs are funded through the general rate reflecting the public good component of this activity.</p>
Transport Connections	Medium	Medium	Medium	Low	<p>The wider community benefits from safe, quality infrastructure to enable various modes of transport. It contributes to improve economic and social wellbeing outcomes for the district as a whole.</p> <p>Operational costs relating to the transport network are funded through a targeted rate across the district. This activity is also funded through subsidies from Waka Kotahi NZ Transport Agency.</p> <p>Operational costs relating to parking enforcement services primarily benefit the community and businesses of the CBD. This activity is entirely self-funding. Costs are recovered entirely by way of fees and charges (also includes fines).</p>
Water Supply	Nil	High	High	Low	<p>The activity benefits properties that are able to connect to water schemes within the district by providing them with potable water.</p> <p>Operational costs are funded through targeted rates (targeted to properties where connection to a scheme is possible) and through fees and charges.</p> <p>Fees and charges are used to recover costs of water use where meters exist. Where there are no meters in place, the targeted rate include a charge equal to the national average level of water use.</p> <p>Most water schemes have been equalised for funding purposes, rather than each scheme paying for its own costs. This means that everyone receiving a similar service of having access to a scheme, pays the same regardless of the costs related to each individual scheme. Ruatāhuna, Murupara and the Plains water schemes have not been equalised, generally due to the higher cost for affected ratepayers.</p> <p>People who are not connected to a water scheme do not contribute to the funding of the scheme. Households that have access to the schemes, but don't use the service, are charged half the fixed charge.</p>

NATURE OF ACTIVITY	WHO BENEFITS <i>NIL, LOW, MEDIUM, HIGH RATING</i>		WHO CONTRIBUTES TO THE NEED <i>NIL, LOW, MEDIUM, HIGH RATING</i>		RATIONALE FOR FUNDING
	Public benefit	Private benefit	User	Exacerbator	
Sewage Treatment and Disposal	Nil	High	High	Low	<p>The activity benefits properties that are able to connect to a scheme within the district by providing them with a sewage disposal service.</p> <p>A user pays approach applies, given that the users of this activity can be easily identified. It is also administratively efficient to apply targeted rates.</p> <p>Operational costs are funded through targeted rates (targeted to properties where connection to a scheme is possible) and fees and charges (for the trade waste component).</p> <p>The costs of sewerage schemes have been equalised for funding purposes, rather than each scheme paying for its own costs. This means that everyone receiving a similar service of having access to a scheme, pays the same regardless of the costs related to each individual scheme. The exception is Murupara, which has its own scheme.</p> <p>People who are not connected to a sewerage scheme do not contribute to the funding of the sewage schemes. Households that have access to the schemes, but don't use the service, are charged half the fixed charge.</p> <p>The use of general rates to fund this component of the activity is not considered to be fair and reasonable.</p>
Stormwater Drainage	Nil	High	Low	Low	<p>This activity primarily benefits individual households and businesses by protecting them from inundation.</p> <p>Operational costs of this activity are funded through targeted rates and reflects a user pays approach (targeted according to each area benefiting from a stormwater scheme).</p>
Waste Management and Minimisation	Low	High	High	Medium	<p>Although there is some overall community benefit from the activity, the major benefit is for individual households and businesses that have access to these services.</p> <p>Operational costs are funded through a mix of targeted rates, general rates and fees and charges.</p> <p>Operational costs are predominantly paid for through targeted rates (targeted to communities where the wheelie bin, recycling bin and green waste wheelie bin collection services are available).</p> <p>The fees and charges are paid by the users of the transfer stations.</p> <p>General rates reflect that this activity contributes to the environmental wellbeing of the district. The Council also acknowledges that a stronger user pays approach would discourage use of the services and potentially impact on the intended outcomes of the activity.</p>



NATURE OF ACTIVITY	WHO BENEFITS <i>NIL, LOW, MEDIUM, HIGH RATING</i>		WHO CONTRIBUTES TO THE NEED <i>NIL, LOW, MEDIUM, HIGH RATING</i>		RATIONALE FOR FUNDING
	Public benefit	Private benefit	User	Exacerbator	
Health and Safety	Medium	Medium	Medium	Medium	<p>This activity contributes to public health and benefits the wider community. It includes licensing and regulatory functions that contribute to public health and safety, like licensing (alcohol and gambling), environmental health, regulation monitoring and animal control.</p> <p>Operational costs funded through general rates acknowledges the wider community benefit.</p> <p>Exacerbators contribute to the costs when there is the ability to recover these costs from fees and charges. This is the case mainly for animal control and licensing (alcohol and gambling).</p> <p>Default fees and charges for alcohol are set through the Sale and Supply of Alcohol Act 2012 and will continue to apply unless the Council changes these through a bylaw.</p>
Resource Management Consents	Medium	Medium	High	Low	<p>This activity manages subdivision and development of the district through the consent process and benefits the wider community by enabling and controlling growth in the district.</p> <p>The private good component represents the benefit to those applying for subdivision and land-use consents.</p> <p>Operational costs are funded through general rates and through fees and charges, reflecting the public and private good components of the activity.</p>
Building Control	Low	High	High	Medium	<p>This activity manages the legal requirements for the construction and alteration of buildings under the Building Act 2004 and ultimately seeks to protect health and safety of the wider community.</p> <p>The private good component of this activity reflects the private benefit to those applying for building consents. Operational costs are, therefore, predominantly funded through fees and charges. They are also funded through general rates, as this activity contributes to the economic wellbeing of the district.</p> <p>The public good component of this activity is to protect the community from unsafe buildings and ensures buildings are designed and constructed in a manner that promotes sustainable development, and contributes to the health and wellbeing of the community.</p> <p>It is important for the economic wellbeing of the district not to deter development and growth through high consent costs and acknowledges the public good component of this activity.</p>
Road Safety	High	Nil	Nil	Nil	<p>This activity benefits the whole community by delivering programmes targeting road safety.</p> <p>Most of this work is completed in partnership with other agencies and subject to external funding.</p>

NATURE OF ACTIVITY	WHO BENEFITS <i>NIL, LOW, MEDIUM, HIGH RATING</i>		WHO CONTRIBUTES TO THE NEED <i>NIL, LOW, MEDIUM, HIGH RATING</i>		RATIONALE FOR FUNDING
	Public benefit	Private benefit	User	Exacerbator	
Emergency Management	High	Nil	Nil	Nil	<p>This activity benefits the wider community, helping the community prepare for disasters and to be able to respond and recover from them.</p> <p>Operational costs are predominantly funded through the general rate, reflecting the public good component of this activity. Grants and subsidies can also be sourced to support this activity.</p>
Recreation	High	Low	Low	Nil	<p>Aquatic centres, parks, reserves, gardens, and sportsfields benefit the wider community by building communities that interact with each other, are healthy, happy and well-connected. They have a positive impact on the community's health and wellbeing.</p> <p>Users of these services also benefit from the services.</p> <p>Operational costs are predominantly funded through general rates in recognition of the public good component of this activity. Fees and charges are also used, but are kept at a reasonable level to encourage users of these services.</p>
Arts and Culture	High	Low	Low	Low	<p>Libraries, the Museum, and the Exhibition Centre contribute to improving the social and cultural wellbeing of the wider community by providing information, increasing literacy, offering exhibition space, and preserving our cultural heritage and providing research facilities.</p> <p>Operational costs are predominantly funded through general rates in recognition of the public good component of this activity. Fees and charges are also used, but are kept at a reasonable level to encourage users of these services.</p>
Community Facilities	Medium	Medium	Medium	Medium	<p>Public conveniences, cemeteries, the crematorium, and halls benefit both the whole community and specific users.</p> <p>Operational costs are predominantly funded through general rates and complemented by fees and charges.</p>

NATURE OF ACTIVITY	WHO BENEFITS <i>NIL, LOW, MEDIUM, HIGH RATING</i>		WHO CONTRIBUTES TO THE NEED <i>NIL, LOW, MEDIUM, HIGH RATING</i>		RATIONALE FOR FUNDING
	Public benefit	Private benefit	User	Exacerbator	
Ports and Harbour	High	Low	Medium	Low	<p>This activity manages the port, launch facilities and associated assets.</p> <p>The wider community benefits from this activity as these facilities enhance the district through recreational and commercial opportunities.</p> <p>Operational costs are funded by the harbour fund reserves, sourced from harbour property leases.</p> <p>Any income received from the harbour endowment assets is restricted in use, generally to the maintenance and development of this activity. This has an impact of offsetting any funding requirement that might otherwise be sourced from general rates.</p> <p>Fees and charges are also used. However these are generally not able to fully offset costs. The Council will continue to assess options to recover costs from private users, where this would be administratively efficient.</p>
Whakatāne Holiday Park	Nil	High	High	Low	<p>This activity is undertaken to support economic development and tourism growth plans for the district.</p> <p>The activity is benefiting the users of the facilities at the Holiday Park and is, therefore, funded through user fees and charges.</p> <p>The Holiday Park activity is separately funded in acknowledgement that there is a commercial component to this activity.</p>
Corporate and District Activities	n/a	n/a	n/a	n/a	<p>This group comprises of seven individual ‘internal’ activities that support the efficient and effective delivery of all Council’s ‘external activities’.</p> <p>The activities include Customer Services, Communications and Engagement, Human Resources, Finance, Corporate Information, Corporate Property, and District Income and Expenditure.</p> <p>The costs of these activities are funded by way of allocation across Council’s other (external) activities.</p>
Whakatāne Airport	Low	High	High	Medium	<p>While the activity mainly benefits residents, businesses and visitors using the Whakatāne Airport, it also has an important flow-on commercial and recreational benefit to the wider community.</p> <p>Operational costs are predominantly funded through fees, leasing, and grazing income reflecting the high private good component of the activity.</p>



# FINANCIAL CONTRIBUTIONS FOR ROADS AND PUBLIC RESERVES

*Te Pūtea mō ngā Huarahi me ngā  
Whenua tāpui Tūmatanui*

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## Introduction

The Council's Financial Contributions Policy is set out in Chapter 14 of the Whakatāne District Plan. Financial contributions provide a mechanism for the Council to recover costs (or other in-kind contributions) from developers to help manage the direct impacts and adverse effects of their developments.

As with development contributions, financial contributions provide a mechanism to recover a fair portion of development-related costs from developers, rather than these costs being passed on to ratepayers. Financial contributions work hand-in-hand with development contributions, ensuring that the level of contribution is fair, transparent and not taken twice for the same purpose.

For the purpose of Chapter 14 (Financial Contributions) of the Whakatāne District Plan, the Long Term Plan must include defined information to allow monetary contributions to be charged for subdivision, development and use of land, towards the upgrading of roads and the acquisition of reserves and/or development of reserves.

# Financial contributions for roads

The purpose of a financial contribution for roading is to reflect that a subdivision, development or other use of land can lead to increased traffic volumes or change the mix of traffic using the road to the extent that the road serving that subdivision, development or use is required to be upgraded. This can be in terms of width or formation standard to safely carry the additional traffic that will occur.

Rule 14.2.2.3(a) of the Whakatāne District Plan requires the “cost (\$/km) of improving the affected section of road to the level required as determined by the predicted traffic volume and road hierarchy” arising from a proposed subdivision, development or use to be defined in the Long Term Plan.

This will be assessed based on the following criteria:

- The current traffic volumes and the estimated increase in traffic volumes, or the mix of traffic arising from the proposed subdivision, development or use of land. In this case, a significant change in the volume or mix of traffic that means the existing carriageway width and/or formation is inadequate will lead to a financial contribution being charged. This will reflect the need to increase the width and formation standard of the road to manage the effects of increased vehicles from the subdivision or development or use.
- Along with increasing the width and/or formation of the road, other improvements may be needed such as provision for or improvement of drainage, acquiring additional land, upgrading of bridges or installation of retaining walls, street lights or other infrastructure required to manage the effects of the change in vehicle numbers or mix of vehicles from the subdivision or development or use.
- The need to provide other infrastructure for other modes of transport, such as footpath or cycle facilities, to manage the effects of increased population arising from the subdivision or development or use. This will generally be relevant in urban situations.
- The Whakatāne Engineering Code of Practice, relevant NZ Standards and the Whakatāne District Plan.

While each development will be assessed on the effects arising from the proposed development, the calculation of a financial contribution will be based on the following steps:

- From Table 1, select the pavement width required to serve the increased traffic volume or mix of traffic;
- Add the cost of improving the formation to either asphalt cement (AC) or chip seal, if a sealed surface is required;
- Add the cost of improving or providing drainage, footpaths, cycle ways and street lighting, if required;
- If additional land needs to be acquired, and/or other infrastructure needs to be upgraded or provided (such as bridges or retaining walls) the value of this work will be added to the financial contribution, but will be assessed separately at the time. Any work undertaken by the applicant to reduce these costs as part of a subdivision, development or other use of land will be factored in when determining the financial contribution charged.



TABLE ONE

RC - Average \$/km for road improvements					
Carriageway width (m)	6	7	8	9	10
Pavement	\$120,000	\$164,000	\$208,000	\$252,000	\$296,000
AC surfacing	\$240,000	\$280,000	\$320,000	\$360,000	\$400,000
Chip seal	\$72,000	\$84,000	\$96,000	\$108,000	\$120,000
<b>Drainage</b>	<b>None</b>	<b>One side</b>	<b>Both sides</b>		
	-	\$75,000	\$150,000		
<b>Footpaths</b>	<b>None</b>	<b>One side</b>	<b>Both sides</b>		
	-	\$98,000	\$196,000		
<b>Cycle facilities</b>	<b>None</b>	<b>Cycle lane urban: Chipseal surface</b>	<b>Cycle lane urban: AC surface</b>	<b>Cycle lane rural: Chipseal surface</b>	<b>Off road/shared use path</b>
	-	\$224,000	\$336,000	\$280,000	POA
<b>Streetlights</b>	<b>None</b>	<b>V3 - Arterials</b>	<b>V4 - Primary connections</b>	<b>P - Pedestrian</b>	<b>Rural intersection Flag light</b>
	-	\$75,000	\$50,000	\$41,667	\$10,000
<b>Land purchase</b>	POA				
<b>Bridge upgrades</b>	POA				
<b>Retaining walls</b>	POA				

Instructions	Example	Cost
Select pavement cost depending on width of pavement required	8m carriageway	\$208,000
Add either chip seal or AC for the pavement width (or none is remaining unsealed)	With AC surfacing	\$320,000
Add drainage required	Drainage on both sides of the road	\$150,00
Add footpaths required	Footpath on one side of the road	\$98,000
Add cycle facilities required	No cycle lane	-
Add streetlights required	Pedestrian lighting	\$41,667
If land purchase, bridge upgrades or retaining walls are required	No land purchase/walls/bridges	-
	<b>RC (\$/km)</b>	<b>\$817,667</b>
<p>NOTES:</p> <p><b>Pavement</b> - Based on 150mm M4 Overlay (\$20/m<sup>2</sup>) and 200mm subbase undercut beyond the 6m width (\$24/m<sup>2</sup>)</p> <p><b>AC Surfacing</b> - Includes linemarking RPMs (\$40/m<sup>2</sup>)</p> <p><b>Chip seal</b> - Includes second coat after 1 year and linemarking RPMs (1st coat \$6.50/m<sup>2</sup> and 2nd coat \$5.50/m<sup>2</sup>)</p> <p><b>Drainage</b> - K&amp;C (\$70/m) and based on 1 standard cesspit and lead (\$500/install) every 100m</p> <p><b>Footpaths</b> - Based on 1.4m standard footpath (\$70/m<sup>2</sup>)</p> <p><b>Cycle facilities</b> - Based on urban cycle lane width of 2m and rural of 2.5m</p> <p><b>Escalations</b> – No inflationary adjustment has been incorporated into these costs. All costs will be reassessed alongside the Long Term Plan 2024-34.</p>		

## Financial contributions for reserves

The purpose of seeking a financial contribution for reserves purposes is to allow the Council to acquire land to provide reserves for coastal protection and recreational use and neighbourhood playgrounds.

The District Plan allows the Council to seek land to be vested for reserves within a subdivision or development of land. Where land is not vested or additional financial contribution is justified based on the scale of the subdivision or development, then a financial contribution may be charged. This is to allow the Council to acquire additional land to meet the reserve needs of the district, township or neighbourhood or to provide additional facilities, such as playgrounds, seats and barbeques on land vested for recreation purposes.

Rule 14.2.7.1 of the Whakatāne District Plan allows the Council to seek a one-off payment for every new lot or dwelling unit created. It is a fixed sum payment (plus GST) unless a contribution in land or works is to be made. A financial contribution in the form of money will go towards the programmed purchasing, upgrading and development of the district's public reserves.

The rule also requires the level of the financial contribution per lot (or dwelling unit) to be identified in the Long Term Plan for each service area.

The service areas have been identified based on areas where substantial residential growth is occurring and planned. A valuation report has been obtained (2021) that provides generic valuation information based on these defined areas. These areas are where growth is anticipated to the degree that either additional reserve land or improvements to existing reserve land will be required. Factors such as coastal frontage, sites with views and other sites have been distinguished to calculate an average value of section sales in the last two years.

The average value for a 650m<sup>2</sup> lot (assumed average lot size) by area is as follows:

Coastlands/Ōpihi	\$355,000
Huna/Shaw Road Structure Plan (Residential)	\$275,000
Ōhope	\$395,000
Whakatāne	\$280,000

While there is variation in value between areas and between parts of these areas, the Council will rely on the average value of land within each area upon which to base a financial contribution per lot (or dwelling). Based on the projected number of lots to be developed over the next 10 years, and their respective location, the Council will charge a financial contribution that will not exceed 1 percent of the average valuation per lot in the defined locations.

The value per lot for a financial contribution has therefore been set as follows:

Coastlands/Ōpihi	\$3,550 per lot
Huna/Shaw Road Structure Plan (Residential)	\$2,750 per lot
Ōhope	\$3,950 per lot
Whakatāne	\$2,800 per lot

The financial contribution will be assessed for each subdivision or development in these locations, and charged as a condition of consent if appropriate. The need to acquire land for public reserves in the general location of the subdivision or development will be assessed for each subdivision or development.



# SUMMARY OF SIGNIFICANCE AND ENGAGEMENT POLICY

## Te Kaupapa Here o te Whakahirahiratanga me te Tūtakitakitanga

These pages provide a summary of our Significance and Engagement Policy. The full policy is available at [whakatane.govt.nz/documents/policies-and-bylaws](http://whakatane.govt.nz/documents/policies-and-bylaws).

The Whakatāne District Council is committed to making informed and sustainable decisions in the best interests of our communities and the district. We consider our communities views and preferences in all decisions we make. This is a statutory requirement, but more importantly, we are keen to ensure our decisions reflect the aspirations of whānau, hapū, and iwi, residents, ratepayers, community groups and businesses (the public).

The primary purpose of the Significance and Engagement Policy is to provide clarity to the Council and the public about how and when communities can expect to be engaged in the Council decision-making process. The general underlying principle of this policy is that the higher the degree of significance attached to issues, proposals, decisions, or other matters before the Council, the greater the level of community engagement that will be sought to inform the decision-making process.

Degree of significance			
	Low	Moderate	High
Level of public involvement in the decision-making process	In the interests of efficient decision-making, the Council is not likely to seek formal public participation but will seek to keep the public informed.	The Council may seek public participation in the decision-making process. Engagement may be less formal or of a smaller scale according to need.	The Council will seek public participation into the decision-making process unless there is a very compelling reason not to.

*Ki a koe tētahi kīwai, ki a au tētahi kīwai* For you one handle of the basket, for me the other.





## When Council will seek public participation in the decision-making process

For many proposals and decisions- but not all - the Council provides direct opportunities for the public to participate in the decision-making process. We engage because we recognise how significant those proposals and decisions are to our communities and to the district, or sometimes because legislation specifically requires us to. Council will seek public participation in the decision-making process:

- when specifically required by legislation, and
- for any other matters in relation to their degree of significance

## When Council may not seek public participation in the decision-making process

It's not always necessary, appropriate or possible to engage the public on a proposal or decision. The most common reason is that a matter is not significant enough to require public engagement and to do so would add costs and time delays to the decision process. There are also a number of other reasons such as the need for confidentiality or commercial sensitivity or the need for an immediate response for health and safety reasons. More reasons are set out in section 6.1 of the full policy.

Where these circumstances apply, the Mayor and Councillors are usually responsible for making the decision, as they have been elected by you to provide governance over Council matters. In these instances, Council will take steps to keep the public appropriately informed on the matter.

## How the level of significance is determined

Significance is measured along a scale, meaning something can be of low significance, or high significance, or somewhere in between. A set of 'criteria' help us make an assessment of how significant a matter is and, therefore, the degree to which we should engage the public into the decision process. The criteria are set out in section 7.5 of our full policy and include the following:

- The level of community interest, opposition or controversy
- The level of adverse impact on wellbeing of our communities or district
- The costs to the community or sectors within the community, in terms of rates
- The financial impact on Council
- Consistency with Council's current strategic direction and policies
- The impact on Māori culture, traditions and ancestral taonga
- The impact on committed levels of service
- The impact on strategic assets

# How we will engage

Where engagement is required under this policy, the Council will develop an engagement plan. Engagement plans will be developed under the guidance of our Engagement Toolkit – Te Kete Raukura, and in accordance with the following engagement principles.

Note that these are abridged from the principles set out in section 8.1 of our full Significance and Engagement Policy. Many of the principles have been adapted from the Local Government Act 2002 (Sections 78 and 82), while others have been added to reflect the Council's commitment to community engagement.

## Our engagement principles

### Customisation

Council will tailor engagement to meet the particular needs of each project, stakeholders and the situation.

### Familiarity

Some aspects of engagement will remain consistent, so that people know how and where to participate. Any engagement process that seeks general public engagement will be made available through Council's website on the "have your say" pages, and through Council service centres in Whakatāne and Murupara.

### Information

Council will provide information about the purpose and scope of engagement, including why Council is engaging, what issues are and are not up for decision-making, what the timeframes are, how the decisions will be made and who will be making them.

### Access

Council will provide reasonable access to engagement processes in a manner and format that is appropriate to people's needs.

### Timeliness

Council will ensure that the public can influence the decision process at appropriate stages and to ensure sufficient time to allow genuine engagement.

### Partnerships

Council will work in partnership with appropriate representatives and special interest groups. Some examples include advisory boards, iwi representatives, user groups, focus groups, community boards, and community groups to name a few.

### Encouragement to present views

Council will encourage all those affected by, or who have an interest in, an issue or project to present their views.

### Openness

Council will receive views with openness and will give those views due consideration when making a recommendation or decision.

### Engaging with whānau, hapū and iwi

Council will maintain processes to provide opportunities for whānau, hapū and iwi to contribute to Council's decision-making processes.

### Responding to diversity

Council will endeavour to seek the views of a wide cross-section of the community.

### Feedback

Council will provide information regarding the outcome of the decision-making process and the reasons for the decisions.

### Coordination

Council will integrate and combine engagement and decision-making processes across departments where appropriate.



# OUR ASSUMPTIONS FOR THE LONG TERM PLAN

*Ngā Matapae Mahi*



# OUR ASSUMPTIONS FOR THIS LONG TERM PLAN

## SIGNIFICANT FORECASTING ASSUMPTIONS 2021-31

### *Ngā Matapae Mahi*

The world we live in is constantly changing. As a Council, the ways in which we prepare for change, and the decisions we make through our processes today, will have implications for our communities for years to come.

In order to prepare a work plan and budget for the next 10 years, we have needed to make a number of assumptions. While things might not happen as we have assumed, we need to plan our costs and activities based on what we think is the most likely scenario. This section of the LTP lists the assumptions that we have made when developing our work plan and budget for 2021-31. It also identifies the level of uncertainty associated with each assumption, the potential impacts of that uncertainty, and how we are mitigating risks. Over the next ten years, actual events may differ substantially from our assumptions. If this occurs, the result may be a significant change in costs and our work plan.

In addition to the assumptions in this section, we have also made some assumptions about the expected lives and future replacement of significant assets. Further information on these assumptions can be found in the 'Our Costs in Detail' section of this Long Term Plan.

# COVID-19

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>COVID-19</b></p> <p>We make an assumption about COVID-19 because its emergence has had a profound effect on a local, national, and global scale. As with other emergency events, the Council will need to respond appropriately to any future outbreaks of COVID-19. We also need to be mindful of rates affordability in light of COVID-19 impacts on people's income.</p>	<p>For the purposes of planning and budgeting our work over the next 10 years, we have made the assumption that the status of COVID-19 (for example alert levels, lock-downs, or spread of the disease in our organisation or the wider community) will not result in significant disruptions that would impact our ability to provide our services.</p> <p>We have not forecast any additional demand for Council services and facilities as a direct result of COVID-19. We have also not forecast any reduction in revenue resulting from COVID-19.</p> <p>There is the possibility that future COVID-19 developments could impact our ability to access the materials or labour we need for key projects. We have assumed that we will be able to deliver the projects set in the LTP, but this would need to be assessed on a project by project basis at the time of any future developments.</p> <p>The cost of rates for the community, particularly in light of COVID-19, has been a key consideration through the development of the Long Term Plan.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>Escalations of COVID- 19 could require the Council to respond in a range of ways, for example:</p> <ul style="list-style-type: none"> <li>• Changing the timing or scale of capital works and major projects</li> <li>• Changing the way we provide services (for example less face-to-face interaction), and levels of service provided</li> <li>• Restricting access to public places to limit infection</li> <li>• Reconsidering budgets</li> </ul>	<p>Following the initial emergence of COVID-19, the Council put in place a Crisis Management Plan, reviewed Business Continuity Plans, and developed 'Control Plans' for each alert level. In the case of a COVID-19 resurgence, or changes in alert levels, these documents and advice from the Ministry of Health would guide our response. We remain vigilant with COVID-19 continuing to be an ever-present threat which is extremely difficult to predict.</p> <p>Given the uncertainty of this assumption, we need to remain adaptable, and may need to revise plans, projects, and the level of service we can provide in future as a result of COVID-19.</p>

# People, where they live and what they will need

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Whānau, hapū and iwi partnerships</b></p> <p>The Council acknowledges whānau, hapū and iwi in the Whakatāne District as our Partner.</p> <p>The knowledge, experience and perspectives of whānau, hapū and iwi are valued by Council and are critical to taking this district into the future.</p>	<p>The assumption for the Long Term Plan is that partnerships with whānau, hapū and iwi will continue to increase in importance.</p> <p>Māori represent almost half of the district’s population, making significant contributions through aspirations for the wellbeing and care of communities, the environment, and commercial interests.</p> <p>Council acknowledges the necessity to continue to establish effective relationships, real partnerships and support the aspirations of whānau, hapū and iwi in the district, to achieve positive outcomes for the community as a whole.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>Current and developing partnerships with whānau, hapū and iwi provide the Council with opportunities to do things differently. As we strengthen our partnerships to provide for greater involvement and governance, we may need to change our approach to things like asset management, protection and use of natural resources, and planning for future development.</p>	<p>The Council has identified ‘Constructively and collaboratively engaging with whānau, hapū and iwi’ as a community outcome for this Long Term Plan, and ‘strengthening partnerships with whānau, hapū and iwi’ is one of the eight key Long Term Plan priorities.</p> <p>This is part of a concerted effort to build understanding and support of whānau, hapū and iwi aspirations, improve communication, and generally enhance the way we engage with whānau, hapū and iwi.</p> <p>The Council has recently established a Kaihautū – Strategic Māori Partnerships role which forms part of the leadership team, and the organisation is committed to undertaking initiatives to build internal cultural competency and confidence to work in partnership.</p>

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION																																												
<p><b>Population</b></p> <p>Population projections impact both the supply (rating base) and the demand for Council services.</p> <p>Population projections will affect things like how we fund the replacement of long term assets, how we manage future debt and rates, and what infrastructure we need to invest in.</p>	<p>The assumption for this Long Term Plan is that the population of the District will continue to grow at a rate exceeding projections in our previous Long Term Plan 2018-28.</p> <p>Our growth assumption is based on Statistics NZ's 2013 'high' population scenario, with a conservative 15% buffer added in line with actual population growth experienced in recent years. This assumption falls roughly in the middle of the 'medium' and 'high' scenario forecasts from Stats NZ based on the 2018 census.</p> <table border="1" data-bbox="392 504 1227 975"> <thead> <tr> <th colspan="4">POPULATION ASSUMPTION</th> </tr> <tr> <th>Year</th> <th>Actual</th> <th>Stats NZ High</th> <th>Stats NZ High +15% from base year</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>34,200</td> <td>Not available</td> <td>Not available</td> </tr> <tr> <td>2018</td> <td>37,100</td> <td>36,500</td> <td>36,845</td> </tr> <tr> <td>2019</td> <td>37,600</td> <td>Not available</td> <td>Not available</td> </tr> <tr> <td>2020</td> <td>38,200</td> <td>Not available</td> <td>Not available</td> </tr> <tr> <td>2023</td> <td>-</td> <td>37,800</td> <td>38,340</td> </tr> <tr> <td>2028</td> <td>-</td> <td>38,900</td> <td>39,605</td> </tr> <tr> <td>2033</td> <td>-</td> <td>39,800</td> <td>40,640</td> </tr> <tr> <td>2038</td> <td>-</td> <td>40,400</td> <td>41,330</td> </tr> <tr> <td>2043</td> <td>-</td> <td>40,800</td> <td>41,790</td> </tr> </tbody> </table>	POPULATION ASSUMPTION				Year	Actual	Stats NZ High	Stats NZ High +15% from base year	2013	34,200	Not available	Not available	2018	37,100	36,500	36,845	2019	37,600	Not available	Not available	2020	38,200	Not available	Not available	2023	-	37,800	38,340	2028	-	38,900	39,605	2033	-	39,800	40,640	2038	-	40,400	41,330	2043	-	40,800	41,790	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>Major changes to population and land use projections will have implications for the level and scope of infrastructure related projects and services. It may also present new challenges such as pressure on housing or conversely a reduced rating base to fund Council expenditure.</p>	<p>The Council's Future Development Strategy (FDS - currently being progressed) is likely to indicate an alternative scenario than that set out by this assumption.</p> <p>Over the coming 2-3 years, work including the FDS will focus on gaining better clarity of future growth, and support the development of strategies and plans that chart the way ahead.</p> <p>Population assumptions will be updated three-yearly through future Long Term Plans, or Annual Plans if required.</p>
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<p><b>Settlement patterns</b></p> <p>We make this assumption because the areas where people live determine the demand and location of Council services.</p>	<p>The assumption for this Long Term Plan is that population settlement will not be substantially different to the status quo for the period 2021-31. Although we anticipate new development areas, these will be identified through the Future Development Strategy (FDS), which is currently being progressed. This Long Term Plan does not reflect investment into the location of new development. Development over the next three years is assumed to be predominantly in-fill, utilising existing infrastructure.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>If population settlement occurs in different areas to those expected, this would likely create additional demand for services and infrastructure, requiring budgets to be reassessed.</p> <p>If less settlement occurred in areas than expected, the Council would need to reassess some work programmes to avoid over-investment in infrastructure and unused capacity.</p>	<p>The FDS will likely identify new areas for development. Investment into these will be funded through future Long Term Plans, based on FDS timeframes.</p>																																												

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION																																			
<p><b>Population age</b></p> <p>We make this assumption because age might influence people’s ability to afford rates. The age of our community will also determine the types of services we need to provide.</p>	<p>The assumption for this Long Term Plan is that the median age of the overall population in the District will rise. However, the median age of the Māori population will remain significantly lower than that of other ethnicities in our District. In 2018, the overall median age in our District was 39.8 years. The median age for Māori in our District was 27.3 years.</p> <p>The Stats NZ population projections for different age groups are set out below. Over the 20 years from 2013 (the base year), we expect a sizeable increase in the population aged 65+. These figures are based on Stats NZ ‘high’ projection, and are for the District as a whole (not based on ethnicity).</p> <table border="1" data-bbox="533 571 1267 863"> <thead> <tr> <th colspan="5">AGE GROUP PROJECTIONS</th> </tr> <tr> <th>Year</th> <th>0-14</th> <th>15-39</th> <th>40-64</th> <th>65+</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>23.4%</td> <td>27.8%</td> <td>33.6%</td> <td>15.2%</td> </tr> <tr> <td>2018</td> <td>22.5%</td> <td>28.5%</td> <td>32.1%</td> <td>17.3%</td> </tr> <tr> <td>2023</td> <td>22.2%</td> <td>27.8%</td> <td>29.9%</td> <td>20.4%</td> </tr> <tr> <td>2028</td> <td>21.9%</td> <td>27.0%</td> <td>28.0%</td> <td>23.4%</td> </tr> <tr> <td>2033</td> <td>21.4%</td> <td>25.4%</td> <td>27.9%</td> <td>25.4%</td> </tr> </tbody> </table>	AGE GROUP PROJECTIONS					Year	0-14	15-39	40-64	65+	2013	23.4%	27.8%	33.6%	15.2%	2018	22.5%	28.5%	32.1%	17.3%	2023	22.2%	27.8%	29.9%	20.4%	2028	21.9%	27.0%	28.0%	23.4%	2033	21.4%	25.4%	27.9%	25.4%	<p><b>UNCERTAINTY: Low</b></p> <p><b>POTENTIAL IMPACT: Low</b></p> <p>The risk is that population may age more rapidly than expected and that this will intensify the implications for Council.</p>	<p>We will review this assumption three-yearly through future Long Term Plans, and if required, through Annual Plans.</p>
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# Climate Change, Emissions Trading Scheme (ETS) and Natural Hazards

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Climate Change</b></p> <p>We make this assumption because climate change represents a threat to a range of Council infrastructure, and the wellbeing of our communities.</p>	<p>The assumption for the Long Term Plan is that climate change will occur in line with the Intergovernmental Panel on Climate Change (IPCC) ‘Representative Concentration Pathways (RCP) 8.5 scenario.’</p> <p>This scenario is set out in the IPCC’s <a href="#">Climate Change 2014 Synthesis Report</a>, and represents ‘business as usual,’ with greenhouse gas emissions continuing at current rates. In this scenario, Aotearoa New Zealand’s temperature is expected to keep on rising throughout this century – by about 3.5°C above the 1986-2005 average. Global sea level rise of about 0.5–1 metre above the 1986–2005 average would be expected by 2100. Sea level rise around Aotearoa New Zealand may be up to 10% higher than the global average.<sup>1</sup></p> <p>In the Bay of Plenty, mean temperature is projected to increase by 0.5-1.0°C by 2040 under RCP 8.5, except autumn is projected to warm by 1.0-1.5°C. By 2090, under RCP8.5 warming is projected to be around 2.5-3.0°C for most of the region at the annual scale (with some isolated areas projecting 3.0-3.5°C of warming, and eastern areas projecting 1.5-2.5°C of warming).<sup>2</sup></p> <p>For more information about how climate change is likely to impact the Bay of Plenty, refer to ‘<a href="#">Climate change projections and impacts for the Bay of Plenty Region</a>.’ This report addresses expected changes for 24 different climate variables, and draws heavily on the climate model simulations from the IPCC Fifth Assessment Report, including the RCP 8.5 scenario.</p>	<p><b>UNCERTAINTY: High</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>If climate change occurs at a more significant rate than that assumed, impacts on the Council could include:</p> <ul style="list-style-type: none"> <li>• Being unable to meet expected levels of service</li> <li>• Increasing vulnerability of Council assets to impacts including sea-level rise or groundwater intrusion</li> <li>• Unbudgeted maintenance or capital costs due to damaged assets</li> <li>• Increased costs to respond to and recover from hazard events, and ensure community wellbeing and resilience</li> </ul>	<p>The Council will continue to review this assumption as data and scenarios are updated. As further climate change work is undertaken globally and nationally, including a national risk assessment, any new guidance will inform our assumptions, budget, and work programme.</p>

<sup>1</sup> NIWA, *Climate Change IPCC Fifth Assessment Report New Zealand findings* <[https://niwa.co.nz/sites/niwa.co.nz/files/NZCCC%20Summary\\_IPCC%20AR5%20NZ%20Findings\\_April%202014%20WEB.pdf](https://niwa.co.nz/sites/niwa.co.nz/files/NZCCC%20Summary_IPCC%20AR5%20NZ%20Findings_April%202014%20WEB.pdf)> accessed 18/02/2021

<sup>2</sup> NIWA, *2019, Climate change projections and impacts for the Bay of Plenty Region* <<https://atlas.boprc.govt.nz/api/v1/edms/document/A3434328/content>> accessed 18/02/2021

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Emissions Trading Scheme (ETS)</b></p> <p>We make this assumption because changes to ETS price impacts Council's waste operating costs.</p>	<p>The assumptions for the Long Term Plan are that :</p> <ol style="list-style-type: none"> <li>The ETS will rise \$10 per tonne in 2021/22 and a further \$5 per tonne each year after;</li> <li>The amount of waste sent to landfill will continue to increase 1,000 tonnes per annum.</li> </ol> <p>Council's waste is transferred to Tirohia landfill managed by Waste Management. The cost of ETS emissions relating to the Council's waste is then charged back to the Council under a disposal contract.</p>	<p><b>UNCERTAINTY: Low</b></p> <hr/> <p><b>POTENTIAL IMPACT: Low</b></p> <p>Given that the ETS price is set by supply and demand, the risk is that there is an additional ETS price increase which would impact financial forecasts of the waste costs in the Long Term Plan.</p>	<p>Known and expected charges have been budgeted in the Long Term Plan.</p> <p>This risk after mitigation is considered low.</p>
<p><b>Natural Hazards</b></p> <p>Natural hazards are unpredictable, and can have a significant impact on rates. The Council has Civil Defence responsibilities to respond to these events, and the community's ability to pay rates can be impacted in light of natural hazards and disruption they cause.</p>	<p>The assumption for the Long Term Plan is that the district will continue to face frequent minor storm and flood events, and sporadic high-impact events.</p> <p>This assumption is based on best practice, common sense and historical trends.</p>	<p><b>UNCERTAINTY: Medium</b></p> <hr/> <p><b>POTENTIAL IMPACT: High</b></p> <p>The risk is that our district and Council could face significant costs to respond to hazard events and/ or that our district is unable to recover sufficiently or quickly enough in order to prevent long-term adverse effects on population or local economy.</p>	<p>The Council has reserve funds to limit the impact of natural hazard events by building up funds to pay for storm damage to roading and general disaster response and recovery. The District Plan includes provisions to protect against coastal hazards, and our underground assets are covered through insurance.</p> <p>Central government also has a role in disaster recovery and restoration works following natural disasters.</p> <p>Budget is included in the Long Term Plan for the Council to continue to monitor and undertake natural hazard research.</p>
<p><b>Council's Climate Change Mitigation</b></p> <p>We make this assumption to align with the targets in our Climate Change Strategy.</p>	<p>The assumption for the Long Term Plan is that the Council organisation will be carbon neutral by 2030, and that budgets are sufficient to reach this target.</p>	<p><b>UNCERTAINTY: High</b></p> <hr/> <p><b>POTENTIAL IMPACT: Low</b></p> <p>Progress towards emission targets will take time, and the exact budget required to reach targets is not known with certainty. As monitoring and reporting is undertaken, results may indicate that additional funding is required to reach carbon reduction targets. Budget amounts will be reassessed regularly through future Long Term Plans and Annual Plans.</p>	<p>To ensure progress towards emission reduction targets, the Council undertakes an annual carbon footprint audit, and reports on emission reduction targets and initiatives twice a year.</p> <p>Through the Long Term Plan budget setting process, specific focus has been placed on allocating budget for emission reduction initiatives.</p>

# The Council's Mandate and Direction

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Structure of the Council's Governance</b></p> <p>We make this assumption because any changes to the Council's Governance Structure would impact the community and the services we provide.</p>	<p>For the Long Term Plan, our budgets are based on the current Council structure.</p> <p>On 20 May 2021, the Council voted unanimously to establish Māori Wards for the next two local body electoral cycles. The next step is to consider Māori Wards as part of a Representation Review. An initial proposal for the structure of elected representation will be developed (which will include a community engagement programme), and this proposal will then go through a full consultation and public submission process. A meeting for Council to adopt the proposal will take place on 28 October 2021. This will be followed by public notification and an appeal period.</p> <p>Given these processes and timeframes, there is uncertainty about how changes to the Council's structure will impact the Long Term Plan work programme and budgets. Any adjustments required will be undertaken when more information is known.</p>	<p><b>UNCERTAINTY: High</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>Major changes to administration, political structure and boundaries of local government could be costly and significantly disruptive to the delivery of services during a transition phase.</p>	<p>Changes to the Council's structure as a result of the establishment of Māori Wards – and any other future changes which may occur - will be developed with a lead-in time and involve consultation with the Council and affected communities. This will allow the Council to plan for any financial and non-financial implications accordingly.</p>
<p><b>Future of Local Government Review</b></p> <p>On 24 April 2021, the Minister of Local Government announced that she had established a Ministerial Inquiry into the Future for Local Government.</p> <p>The overall purpose of the review is to “identify how our system of local democracy needs to evolve over the next 30 years, to improve the well-being of New Zealand communities and the environment, and actively embody the treaty partnership.”</p> <p>The review is likely to impact various areas of Council's responsibilities and operations.</p>	<p>Unless specifically stated otherwise, the Council has prepared the Long Term Plan 2021-31 on the assumption its existing role and functions will continue for the life of the plan.</p> <p>The Local Government review timetable is such that the final recommendations to Government will not be known until April 2023. While the review could recommend significant change to local government, there is no information available on the likely direction for the review at this time.</p> <p>Council considers it unlikely that any recommendations could take effect before 1 July 2024 – particularly for changes to roles or functions. Any changes that are made will be incorporated in the 2024-34 Long Term Plan.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Low</b> (Years 1-3, potentially medium to high in later years – to be assessed through future Long Term Plans)</p> <p>Major changes to the structure of service delivery could be costly and significantly disruptive to the delivery of services during a transition phase.</p>	<p>The Council will closely follow developments through the review period, and take an active part in conversations with Central Government where possible.</p> <p>Timeframes for any future changes to the function of local government will be developed with lead-in time, which will allow the Council to plan for any implications accordingly.</p>

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Legislative regime</b></p> <p>We make this assumption because national policies and regulatory frameworks dictate much of what Council must do – and the costs of doing this work.</p>	<p>The assumption for this Long Term Plan is that current national, regional and local policies, strategies and Levels of Service requirements will remain in place.</p> <p>Although the Resource Management Act is being reformed, and we may anticipate other legislative changes such as new National Policy Statements, we cannot accurately quantify the effect of these on our budgets, and it would not be prudent to do so until any changes are confirmed.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>The risk is that there will be major unexpected changes to the legislation that will cause significant changes to how we operate, what we do, and who pays for things. Changes could have a significant financial impact on the way we operate.</p>	<p>The Council will continue to set the work programme to take into account the expected outcome of legislative change where possible. Legislative change is often progressed with a long lead in time, allowing Council to respond accordingly.</p>
<p><b>Three Waters Control</b></p> <p>Central Government is progressing a Three Waters Reform Programme. At the time of preparing this Long Term Plan, the future responsibility for water supply, wastewater, and stormwater assets, and the timing of any change to responsibility, is not known with certainty.</p>	<p>The assumption for this Long Term Plan is that all three waters services will remain in Council control for the period of the Long Term Plan. This is because we must plan to maintain assets while they are within our control.</p> <p>As of June 2021, the Government is proposing to establish four publicly-owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across New Zealand.</p> <p>Cabinet has agreed to the proposed boundaries of the four water providers, further details on the proposed water services entities, including governance arrangements, the role of iwi, and how they would be regulated. However, the Government remains interested in continuing discussion with local government and whānau, hapū and iwi most affected by the proposed boundaries for feedback on these before progressing them in legislation.</p>	<p><b>UNCERTAINTY: High</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>Changes to the delivery of three waters could have major impacts on the Council's financial position, however exact impacts cannot be quantified at this time.</p>	<p>The Council has signed up to a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.</p> <p>The Council will continue to assess the financial and non-financial impacts of the reform programme as information becomes known.</p>
<p><b>Uses of strategic property</b></p> <p>We make this assumption because the way in which we use strategic property could materially impact our projected revenue, expenditure and asset portfolio.</p>	<p>The assumption for this Long Term Plan is that the Council will investigate options for potential uses of strategic property, but control will stay with Council for the period of the Long Term Plan.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>The risk is that Council investigations identify an opportunity to progress a change in use of strategic property prior to the Long Term Plan 2024-34.</p>	<p>Funds included in the budget reflect investigation of this work only. The outcomes of this work will be incorporated into and directly impact subsequent Long Term Plans.</p>

# Revenue streams

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION																										
<p><b>Rating base</b></p> <p>The Council's rating requirement (the amount we need to collect from rates) is divided among the available 'rateable properties' in the District. Certain types of properties, like schools, churches, and recreation reserves, are not rateable.</p>	<p>The assumption for the Long Term Plan is that the rating base will increase by 120 new dwellings in the Whakatāne District each year.</p> <p>This figure is based on a mixture of recent trend data and population projections.</p> <p>For rating purposes this is a lower figure than demand would suggest is required, taking a conservative approach to rating.</p> <p>The table below shows the projected rating units for each year of the Long Term Plan.</p> <p><b>Rating unit projections</b></p> <table border="1" data-bbox="412 683 1050 1139"> <thead> <tr> <th>YEAR</th> <th>NUMBER OF RATING UNITS</th> </tr> </thead> <tbody> <tr><td>2019/20 (base year)</td><td>16,861</td></tr> <tr><td>2020/21</td><td>16,981</td></tr> <tr><td>2021/22</td><td>17,101</td></tr> <tr><td>2022/23</td><td>17,221</td></tr> <tr><td>2023/24</td><td>17,341</td></tr> <tr><td>2024/25</td><td>17,461</td></tr> <tr><td>2025/26</td><td>17,581</td></tr> <tr><td>2026/27</td><td>17,701</td></tr> <tr><td>2027/28</td><td>17,821</td></tr> <tr><td>2028/29</td><td>17,941</td></tr> <tr><td>2029/30</td><td>18,061</td></tr> <tr><td>2030/31</td><td>18,181</td></tr> </tbody> </table>	YEAR	NUMBER OF RATING UNITS	2019/20 (base year)	16,861	2020/21	16,981	2021/22	17,101	2022/23	17,221	2023/24	17,341	2024/25	17,461	2025/26	17,581	2026/27	17,701	2027/28	17,821	2028/29	17,941	2029/30	18,061	2030/31	18,181	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that the growth of rateable properties will be lower than expected meaning rates are divided by fewer rateable properties.</p>	<p>The Council's Future Development Strategy (FDS - currently being progressed) may indicate an alternative scenario than that set out by this assumption.</p> <p>Over the coming 2-3 years, work including the FDS will focus on gaining better clarity of future growth, and support the development of strategies and plans that chart the way ahead.</p> <p>Assumptions about the rating base will be updated as required.</p>
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ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>External funding / subsidies</b></p> <p>It is mandatory for us to make an assumption concerning sources of funds for the future replacement of significant assets and key projects.</p>	<p>The assumption for the Long Term Plan is that external funding/subsidies will be secured where these have been budgeted for.</p> <p>The Council has a number of projects planned that are contingent upon a significant level of external funding alongside rates (sponsors, grants and fund-raising from central government, regional government and community sources). Some key examples include; developing a Wastewater solution for Matatā, and upgrading the Whakatāne War Memorial Hall.</p> <p>Of note, this includes programmes which have in the past received (or which meet the criteria for) Waka Kotahi New Zealand Transport Agency co-investment. The rate which has been assumed for this Long Term Plan is Waka Kotahi investment of 100% for Special Purpose Roads, and co-investment for local roads of 64% in year one of the Long Term Plan, reducing slightly to 63% in the following years. Waka Kotahi has funding restrictions, and will only confirm levels of funding in August 2021. If Waka Kotahi funding is reduced, the Council should still be able to commit to the levels of Council funding budgeted in the Long Term Plan.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: High</b></p> <p>The risk is that the level of subsidy funding available for services and projects is less than expected/ budgeted.</p>	<p>Central government subsidy regimes are generally changed only through consultation with the local government sector and with a period of transition. The Council will have lead-in time where subsidy changes are being made and would be able to review and adjust work programmes where necessary.</p> <p>The Council will continue to seek subsidies for projects where available. Where funding becomes unavailable or is less than expected, project viability and timing will be re-assessed before progressing.</p>
<p><b>Funding requirements</b></p> <p>We make this assumption because the Council has various commitments to access funds. These funds will be budgeted.</p>	<p>The assumption for the Long Term Plan is that the Council will continue to meet Riverfront Revitalisation (Te Ara Hou) suspensory loan contract obligations and any commitments tied to funding, recognising however that these may be varied in agreement with Central Government to reflect the District's current economic profile and priorities, as well as community feedback.</p> <p>The suspensory loan in particular we will assume will be a grant upon project completion.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that the level of subsidy funding accessed for projects is less than expected/ budgeted.</p>	<p>If Council were to become unable to meet any funding commitments, project viability will be re-assessed before progressing.</p>
<p><b>Development contributions</b></p> <p>We make this assumption because the Council uses development contributions to recover from developers a fair, equitable, portion of costs of capital expenditure needed to service growth.</p>	<p>The assumption for the Long Term Plan is that revenue from development contributions will be in line with the budget and the Development Contributions Policy.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>POTENTIAL IMPACT: Low</b></p> <p>The risk is that development contributions do not cover the cost of growth-related infrastructure because there is less growth than expected or changes to the zoning of land in the Proposed District Plan are not progressed through decisions.</p>	<p>Figures in the Council's Development Contributions Policy have been updated to reflect the growth component of the Long Term Plan budget. Figures are based on reliable data and projections, taking into account known development proposals, land use projections, etc. A full policy review will be undertaken alongside the Future Development Strategy and spatial planning, which will provide greater direction and certainty to future growth patterns and related infrastructure/service requirements.</p>

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Rating responsibly</b></p> <p>We make this assumption because we must be responsible when setting rates, taking into account the ability of the community to pay.</p>	<p>The assumption for the Long Term Plan is that rates will be set responsibly, and therefore that the Council will be able to collect revenue it is legally entitled to.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that the incidence of rates defaults could increase as rates affordability becomes more of challenge alongside other rising costs.</p>	<p>Ability to pay is a key consideration when setting budgets and assessing rates. The Council has the powers to enforce collection, but also has in place policies for remissions in cases of hardship.</p> <p>For the Long Term Plan 2021-31, the Council has smoothed the average rates increase required across the first three years at a consistent percentage. This helps avoid significant rates increases in any one year.</p> <p>Monitoring rates arrears and the performance of the economy will help provide an expectation about the level of rates revenue which will be received.</p>
<p><b>Asset sales (budget depending)</b></p> <p>It is mandatory for us to make an assumption concerning sources of funds for the future replacement of significant assets.</p>	<p>The assumption for the Long Term Plan is that the Council has accurately projected the value of any asset sales.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>IMPACT: Medium</b></p> <p>The risk is that asset sales do not progress as planned, or result in a lower return than anticipated.</p>	<p>The expected income from the sale of assets is based on a prudent and realistic sale price.</p> <p>While the intention is to use returns to reduce debt, this assumption is not included in the financial statements as a matter of financial prudence.</p>
<p><b>Investments and Harbour Fund endowments</b></p> <p>It is mandatory for us to make an assumption concerning sources of funds for the future replacement of significant assets.</p>	<p>The assumption for the Long Term Plan is that the Council will receive returns on investment and endowments from the Harbour Fund similar to budgeted.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>IMPACT: Medium</b></p> <p>The risk is that the expected level of income from investments is not realised and therefore not able to be applied as intended.</p>	<p>The Council is considering its property assets and strategy, particularly in the Whakatāne CBD and this will consider possible options to mitigate Council's risk of exposure on investments.</p> <p>The viability of fund availability for any significant asset replacement would be reassessed prior to project commencement.</p>

# Renewal of assets

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Lifecycle of assets</b> This is a mandatory assumption under the Local Government Act.</p>	<p>The assumption is that the lifecycle of assets is as stated in the Statement of Accounting Policies in the 'Our Costs in Detail' chapter of this Long Term Plan.</p>	<p><b>UNCERTAINTY: Low</b> <b>POTENTIAL IMPACT: High</b></p> <p>The risk is that the useful life of assets is substantially shorter or longer than our assumptions. This could result in service disruption and/or have financial implications due to changes to the capital works programme, or an inefficient renewal programme.</p>	<p>Condition assessments continue to be undertaken by the Council with condition information updated based on actual rather than theoretical expectations.</p>
<p><b>Funded depreciation / revaluations</b> This is a mandatory assumption under the Local Government Act as a source of funding asset replacement.</p>	<p>The assumption for the Long Term Plan is that depreciation is based on correct values, and that revaluations will be in line with projections.</p> <p>All operational assets including land, buildings, library, museum, roading and three waters infrastructure assets are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from their fair value, and at least every three years. Other assets like forestry, investment property and non-current assets held for sale as well as the derivative financial instruments are revalued annually.</p> <p>Fair value is the amount at which asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.</p>	<p><b>UNCERTAINTY: Medium</b> <b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that there is a significant shift in value between scheduled valuation cycles. In particular the risk is that the loss has not been recognised and assets are overvalued.</p>	<p>Asset revaluation- Impairment reviews will be undertaken in the intervening years between revaluations to reduce the risk of significant shifts in value between scheduled valuation cycles, particularly that the loss has not been recognised and assets are overvalued.</p>
<p><b>Replacements of assets (related to project costs)</b> We make this assumption because we must be able to demonstrate that we have budgeted costs prudently.</p>	<p>The assumption for the Long Term Plan is that assets will be replaced with a 'like-for-like' except where noted.</p>	<p><b>UNCERTAINTY: Medium</b> <b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that asset costs could be higher than initial estimates due to changes in market cost or project scope.</p>	<p>The Council reviews its work plan annually and the Revenue and Financing Policy every three years, alongside the Long Term Plan. If funding is not available through the principal specified source, Council would need to reconsider priorities or consider alternative funding sources that are available, i.e. borrowing.</p>



ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Project costs (related to replacement of assets)</b></p> <p>We make this assumption because we must be able to demonstrate that we have budgeted costs prudently.</p>	<p>The assumption for the Long Term Plan is that costs of projects and replacements have been accurately budgeted where not like-for-like (similar to above).</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that project costs could be higher than initial estimates due to changes in market cost or project scope.</p>	<p>Cost estimates are updated through the Annual Plan, and when detailed design has been completed, providing further accuracy to expected costs. Should costs change substantially from initial estimates, project viability will be reviewed before progressing further.</p>
<p><b>Reserve levels</b></p> <p>We make this assumption because if funds are not available, other mechanisms of funding must be explored, for example drawing down debt. These are not budgeted.</p>	<p>The assumption for the Long Term Plan is that funds will be available in the reserve(s) where budgeted, at the time of renewal.</p>	<p><b>UNCERTAINTY: High</b></p> <p><b>POTENTIAL IMPACT: Low</b></p> <p>The risk is that the funding sources are not available</p>	<p>The uncertainty level for this assumption is ‘high,’ because it is unlikely that reserves will be as budgeted at the time of asset renewal. Reserves are used and work programmes changed frequently (e.g. if an asset needs renewal ahead of schedule). However, this assumption has a low financial impact, because any shortfall can be loan funded, and equally some reserves may collect interest if projects are deferred.</p>
<p><b>Consenting costs and requirements</b></p> <p>We make this assumption because different resource management frameworks will likely result in different costs than projected.</p>	<p>The assumption for the LTP is that resource management framework and associated costs are as per the current Resource Management Act (RMA) standards for budgeting.</p> <p>There is elevated uncertainty that resource consent costs will be as projected, due to upcoming reformation of the RMA. However, the impacts of this on the Council’s financials cannot be quantified at this time.</p>	<p><b>UNCERTAINTY: High</b></p> <p><b>POTENTIAL IMPACT: Low</b></p> <p>The risk is that resource consent and infrastructure project costs could be higher than initial estimates.</p>	<p>Current standards already require significant upgrades to our expiring consents. Even more stringent consent conditions may be required through the gaining of consents over the term of the Long Term Plan. However, due to the level of uncertainty associated with RMA reform, Long Term Plan work programmes and budgets have been developed in accordance with current standards.</p>

# Borrowing costs and inflation

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<b>Interest Rates</b> We make this assumption because this will affect the level of rates required to service debt (and ROI).	The assumption for the Long Term Plan is that interest rates will be in line with forecasts.	<b>UNCERTAINTY: Medium</b>	The Council has a Financial Strategy and Liability Management Policy which set parameters for Council debt and contain strategies to protect ratepayers against significant fluctuations.
		<b>POTENTIAL IMPACT: Medium</b>	
		The risk is that we will not be able to access loan funding, or interest rates are higher than forecast. The Council will have a greater level of exposure to this risk with increases in Council's debt levels and cap likely to be required for water related services.	
<b>Credit rating</b> We make this assumption because a credit rating should let Council borrow at more favourable rates, and affect the level of rates required to service debt.	The assumption for the Long Term Plan is that the Council will remain unrated. Over the first three years of the Long Term Plan, the Council will consider obtaining a formal credit rating with an external credit agency, such as Standard & Poors or Fitch. One benefit of a formal credit rating is the ability to access debt at a lower cost through our funding partners but this needs to be considered against the cost of maintaining the credit rating.	<b>UNCERTAINTY: Low</b>	The Council will consider obtaining a rating. At the time of considering the rating, benefits will be weighed against the costs.
		<b>POTENTIAL IMPACT: Medium</b>	
		Getting a credit rating generally presents opportunities rather than risk. If Council does get a credit rating this will have been determined to be cost beneficial.	
<b>Inflation</b> We make this assumption because inflation impacts the community's ability to pay and Council's forecast expenditure.	The assumption for the Long Term Plan is that inflation will be in line with BERL's 'mid' scenario, in the BERL Local Government Cost Adjustor Forecasts. Uncertainty around inflation levels is currently elevated. This is reflected in BERL releasing more than one scenario for the first time.	<b>UNCERTAINTY: Medium</b>	BERL price change estimates are an industry recognised measure. These are updated annually and Council will review its financial strategy accordingly, particularly noting the impact of any upward movement on affordability.
		<b>POTENTIAL IMPACT: Medium</b>	
		The risk is that inflation is higher than forecast. This could impact the cost and affordability of Council services	

# Service delivery

ASSUMPTION TYPE AND WHY WE MAKE IT	ASSUMPTION FOR THIS LONG TERM PLAN	RISK ASSESSMENT	MITIGATING RISKS OF THIS ASSUMPTION
<p><b>Service methods</b></p> <p>We make this assumption because this will impact forecast expenditure.</p>	<p>The assumption for the Long Term Plan is that existing service delivery methods and levels of service will continue unless specified.</p> <p>While it is likely that some of our service delivery may look different over the period of the Long Term Plan, we can only budget for known changes.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Low</b></p> <p>Major changes to the structure of service delivery or levels of service could be costly and significantly disruptive to the delivery of services during a transition phase.</p>	<p>While it is likely that some of our service delivery may look different over the period of the Long Term Plan, we can only budget for known changes.</p> <p>For cases of disruption to services necessitated by natural disasters or other unplanned events, Business Continuity Plans have been developed for core asset departments as part of individual Asset Management Plans.</p> <p>The Council will pursue shared service options through BOPLASS and other methods, such as Public/Private Partnerships.</p>
<p><b>Technology</b></p> <p>We make this assumption because technology can be assumed to make things more efficient.</p>	<p>The assumption for the Long Term Plan is that technology will evolve and have an impact on our service delivery. We expect that the Council will be risk averse and there will be an opportunity cost to this.</p> <p>Prudent aversion to risk will mean Council is generally not an early adopter, and therefore does not try to reflect this in it's financial statements.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Low</b></p> <p>Technology generally presents opportunities rather than risk. However, there is some risk associated with long term planning and infrastructure commitments made by Council which could be inconsistent with any emerging technologies that provide more preferable solutions. The greatest risk is therefore for the 'opportunity loss' of new technologies that are not taken up or adopted late.</p>	<p>Local government is generally risk averse where investment into new technologies is concerned. Generally these need to be established and proven for the Council to make the investment.</p> <p>Major strategies and projects will explore technology-based solutions as part of the contextual and options analysis. Of note, this will include the upgrades that will be required to waste water treatment systems over 2021-31 and beyond.</p>
<p><b>Delivery on budgets</b></p> <p>We make this assumption because we must be able to demonstrate that our budget is feasible to comply with legislation and receive an audit opinion.</p>	<p>The assumption for the Long Term Plan is that the Council will be able to deliver on the budget presented.</p>	<p><b>UNCERTAINTY: Low</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that Council is not able to deliver on budgets, either affecting the overall cost of Council operations or the timeframe of delivering specific projects.</p>	<p>During budget development, budgets have received adequate analysis to ensure they are feasible. Council has also reviewed the timing of major capital projects to ensure key internal resources are available as necessary, and sufficient external resources are both capable and available to deliver planned outcomes.</p>
<p><b>Staff and contractors</b></p> <p>We make this assumption because staff and contractor availability impacts our ability to deliver our work programme.</p>	<p>The assumption for the Long Term Plan is that the Council will continue to be able to attract staff and contractors.</p>	<p><b>UNCERTAINTY: Medium</b></p> <p><b>POTENTIAL IMPACT: Medium</b></p> <p>The risk is that Council is not able to attract and retain the staff required to deliver the planned work programme. This may result in delays to project delivery, or reduced levels of service.</p>	<p>Consideration has been given to the forward work plan and nationwide competition for resource and economic context.</p> <p>The Council recruitment process focuses on the lifestyle offered by the Whakatāne District and ensures that remuneration reflects the current market. The Council has a procurement manual which ensures robust contractors, and contracts outline expectations. Legal/ contractual rights can be exercised if work is not completed to the agreed standards/specifications.</p>

A group of seven people, including children and adults, are sitting on a patterned blanket on a grassy lawn, having a picnic. They are surrounded by large, leafy trees and a wooden fence in the background. A picnic basket is open on the left. The scene is bright and sunny.

# OUR GROUPS OF ACTIVITIES

*Ngā mahi a ngā  
rōpū Kaunihera*



## OUR GROUPS OF ACTIVITIES

### *Ngā mahi a ngā rōpū Kaunihera*

The Council plays a very important role in promoting the social, economic, environmental and cultural wellbeing of our communities.

We manage a wide range of services and facilities on behalf of the community. The work we do is split up into 11 'groups of activities.'

This chapter of the Long Term Plan provides a summary of each group of activities, including:

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

*\* See note on performance measures on page 148.*

# OUR ACTIVITY STRUCTURE

## Te whakatakotoranga mahi



## COUNCIL CONTROLLED ORGANISATIONS (CCOs)

### *Ngā Rōpū e whakahaerehia ana e te Kaunihera*

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

A CCO is a company or organisation in which the Council, or a number of councils, hold 50 percent or more of the voting rights, or can appoint 50 percent or more of the trustees, directors or managers. The Council engages in this form of partnership where it provides advantages for a more effective, efficient and financially-viable means of delivering services.

In this chapter, we will summarise each CCO under the relevant group of activities. For the Whakatāne Airport, BOPLASS, and LGFA, more information is available from the annual Statement of Intent. Each CCO (apart from Toi-EDA, which is an exempted CCO under the Local Government Act 2002) 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.







# EXPLANATION OF CATEGORIES IN THE FUNDING IMPACT STATEMENTS

OPERATIONAL	
<b>Sources of operating funding (revenue)</b>	
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.
<b>Total operating funding</b>	<b>Total income from the day to day operation of this activity.</b>
<b>Applications of operating funding (expenditure)</b>	
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.
<b>Total applications of operating funding</b>	<b>Total operating expenditure for this activity</b>
<b>Surplus (deficit) of operating funding</b>	<b>Total revenue less total expenditure.</b>
CAPITAL	
<b>Sources of capital funding</b>	
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.
<b>Total sources of capital funding</b>	<b>Total capital funding for this activity.</b>
<b>Applications of capital funding</b>	
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.
<b>Total applications of capital funding</b>	<b>Total capital expenditure for this activity.</b>
<b>Surplus (deficit) of capital funding</b>	<b>Sources of capital funding less applications of capital funding.</b>
<b>Funding balance</b>	<b>Net operating funding less net capital funding.</b>

A scenic view of a lake with a bird perched on a tree branch in the foreground. The background shows a clear blue sky and distant trees.

## A note on performance measures:

The Long Term Plan (LTP) contains a selection of key performance measures. These are intended to provide an overall picture of the level of service that we will provide for each of our groups of activities. In addition to the performance measures in the LTP, we have many other measures which are used to track our day-to-day delivery of services.

We have been guided by the Local Government Act 2002 (LGA) when deciding what performance measures to include in the LTP, and how these are measured, aggregated, and presented. The LGA specifies that we must include several measures which are mandatory for all councils to report on. Throughout this chapter, these measures are indicated with an (M) in the 'measuring our performance' sections. About half of the performance measures (33 of 67) in this LTP are mandatory.

If a group of activities does not have mandatory measures specified, the LGA requires us to include measures which we consider will help the public assess the level of service for major aspects of that group of activities. We have selected a range of measures which we think are appropriate and meaningful for the community. These measure things like our timeliness, key project milestones, community perceptions of services we provide, and how happy users of facilities were with their experience. The measures we have selected help to show how we are working towards our strategic priorities.



# LEADERSHIP AND COMMUNITY

## *Hautūtanga me te Hapori*

### Activities in this group

- LOCAL GOVERNANCE
- WHĀNAU, HAPŪ AND IWI PARTNERSHIPS
- COMMUNITY ENGAGEMENT
- COMMUNITY DEVELOPMENT

### What we do and why we do it

This group of activities provides open, effective and accountable governance for the district and supports connected and inclusive leadership for our communities.

We are committed to partnering with, and supporting the aspirations of, whānau, hapū and iwi. We acknowledge the value of doing this, and the resulting positive outcomes for all communities. We also work with local interest groups, stakeholder groups, the general public, central government, neighbouring councils and others, because it helps us keep in touch with the priorities of our communities, and because it presents significant opportunities to deliver better outcomes for the district.

## Contribution to Community Outcomes



### Constructively and collaboratively engaging with whānau, hapū and iwi

- Building meaningful, trusted and effective partnerships and relationships
- Continuing to partner with whānau, hapū and iwi on key projects, programmes, and services
- Building the Council's cultural competency and confidence



### Strong, connected, interdependent, diverse communities

- Supporting local communities through an enhanced Community Development Strategy approach
- Working with Community Boards to prioritise local projects and improvements
- Investing in systems, technology and people

## Key priorities and projects in the Long Term Plan 2021-31

- Strengthening relationships with whānau, hapū and iwi
- Ensuring Māori involvement in decision-making processes including through the introduction of Māori Wards in 2022
- Continuing to support Whakatāne District Youth Council and youth development including producing a Youth Strategy
- Producing a Community Wellbeing Strategy and undertaking place-making projects
- Investing in learning and leadership development
- Focusing on organisational change and improvement
- Delivering health and safety training
- Developing a programme to enhance the cultural competency and confidence of our organisation.

## Key opportunities and challenges

- Developing new skills and flexibility in our approach to partnership projects
- Keeping abreast of health, safety and wellbeing requirements
- Exploring possible external funding options.



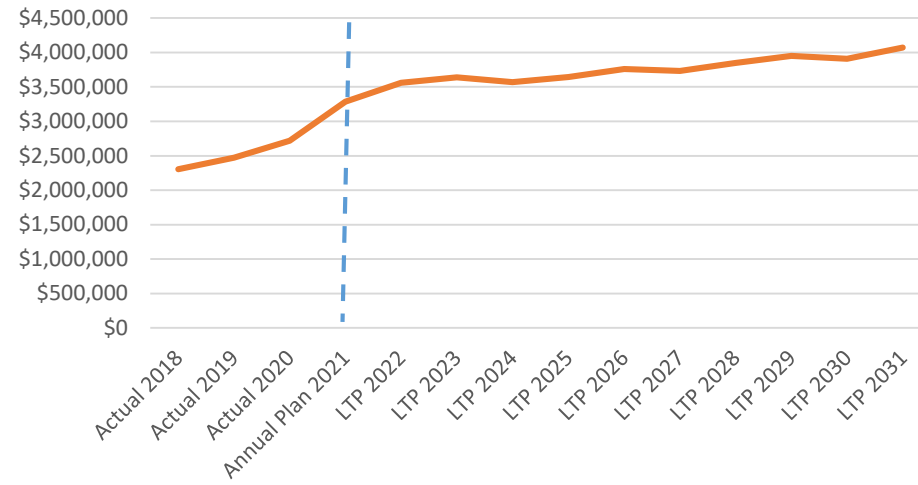
## Summary of costs

This group of activities will cost \$37.8 million to deliver over the 10 years 2021-31. This includes operating expenditure (the day-to-day running costs of activities, services and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

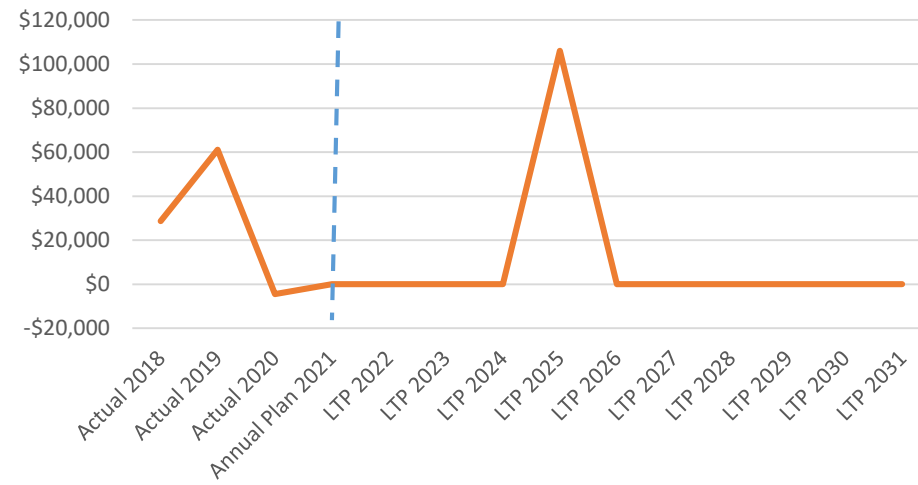
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
 TOTAL COST  
 \$37.8 million**

Operational expenditure 2018-31



Capital expenditure 2018-31







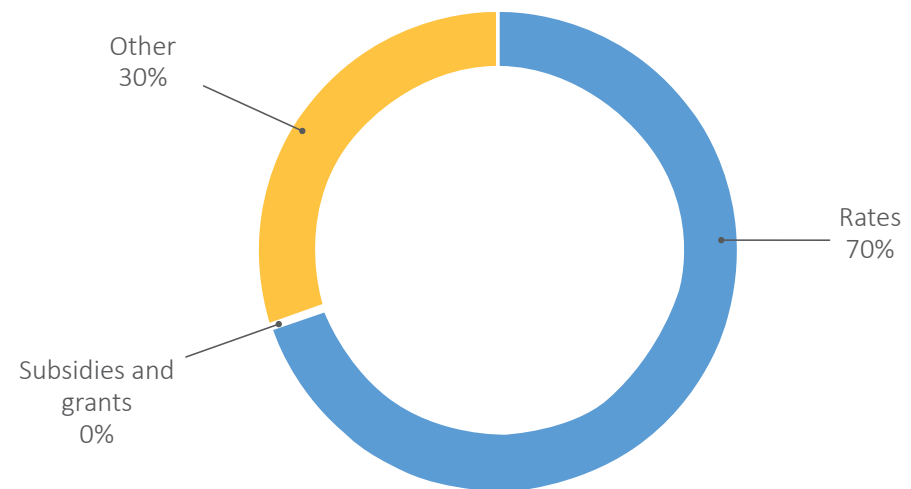
Long Term Plan engagement at the 'Chat Box'

## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

Subsidies and grants are a source of funding for this group of activities, but contribute less than 1 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

## Measuring our performance

For this group, we have set the following performance measures and targets. We will report on these measures in our Annual Report each year to show you how we are performing against the levels of service we have said you can expect from us. A greater number of (internally reported) measures are used to manage this group of activities day-to-day.

LEVEL OF SERVICE <i>(What you can expect from us)</i>	PERFORMANCE MEASURES <i>(How we will measure our service delivery)</i>	RESULTS FOR 2019/20*	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide our communities with access to the information they need.	Percentage of users of the whakatane.govt.nz website that remain engaged.	78%	77%	77%	77%	77%
	Overall satisfaction with performance in communicating with residents and ratepayers.	49%	45%	47%	50%	54%
	User satisfaction with Council's Customer Service front desk.	79%	76%	76%	76%	76%
We provide leadership and direction that meet needs and aspirations of the community.	Overall satisfaction with services received from the Whakatāne District Council.	66%	Equal to or above Aotearoa New Zealand benchmark**			

\*Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

\*\* Aotearoa New Zealand benchmark is available at the end of each financial year and provided by SIL Research.





# STRATEGY AND FUTURES



*Ngā Rautaki me te tiro  
ki anamata*

## Activities in this group

- STRATEGY AND POLICY
- ECONOMIC DEVELOPMENT AND REGENERATION
- RESOURCE MANAGEMENT - POLICY

## What we do and why we do it

This group of activities develops strategies, plans and policies to address the challenges and opportunities facing our district- such as climate change, housing demand and land use planning, and economic development. As the needs of our district and communities change, we aim to meet these evolving needs, and work towards a future that is important to all of us.

## Contribution to Community Outcomes



### Strong, connected, interdependent, diverse communities

- Developing planning frameworks for how and where we grow and who pays
- Ensuring we have capacity for growth in our infrastructure and services
- Supporting economic regeneration through Council property assets



### Integrating nature into our decision-making

- Improving understanding of climate change and natural hazards risk
- Continuing to be well prepared for when climate change and natural hazard events happen
- Implementing actions towards our zero carbon climate change targets



### Thriving circular economies

- Supporting tourism recovery in light of the Whakaari/ White Island eruption and COVID-19 pandemic
- Exploring opportunities for regenerative tourism



### Constructively and collaboratively engaging with whānau, hapū and iwi

- Building meaningful, trusted and effective partnerships and relationships

## Key Long Term Plan priorities and projects

### ECONOMY AND EMPLOYMENT

- Progressing the Whakatāne boat harbour development in partnership with Te Rāhui Lands Trust, Ngāti Awa Group Holdings Limited and the Provincial Development Unit
- Advancing the Town Centre and Riverfront Revitalisation (Te Ara Hou) programme
- Delivering a tourism recovery programme including a marketing strategy and tourism product delivery
- Leveraging Council's property assets in the Whakatāne CBD through a Property Strategy

### FUTURE DEVELOPMENT AND LAND-USE

- Progressing a Spatial Plan and Future Development Strategy
- Undertaking a District Plan Review (2025+)
- Implementing changes required by the National Policy Statements on Freshwater Management and Urban Development
- Preparing for Resource Management Act reform

### CLIMATE CHANGE AND NATURAL HAZARDS

- Undertaking a climate change risk assessment and adaptation planning
- Continuing natural hazard risk reduction workstreams (tsunami, coastal hazards, landslide and urban flooding)
- Delivering Council's Climate Change Action Plans

## Key opportunities and challenges

- Working with whānau, hapū and iwi for the benefit of all communities
- Planning for population growth
- Building community resilience in the face of climate change and natural hazards
- Preparing for upcoming legislative change, including reformation of the Resource Management Act

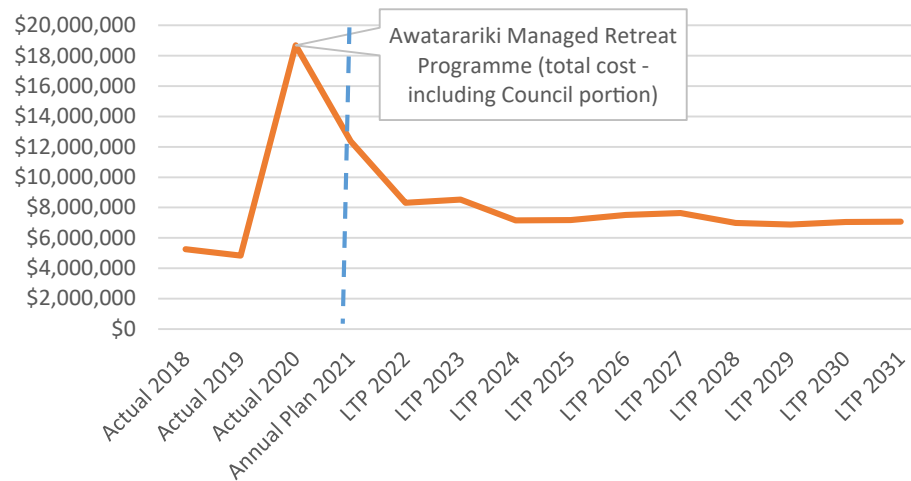
## Summary of costs

This group of activities will cost \$76.1 million to deliver over the 10 years 2021-31. This includes both operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

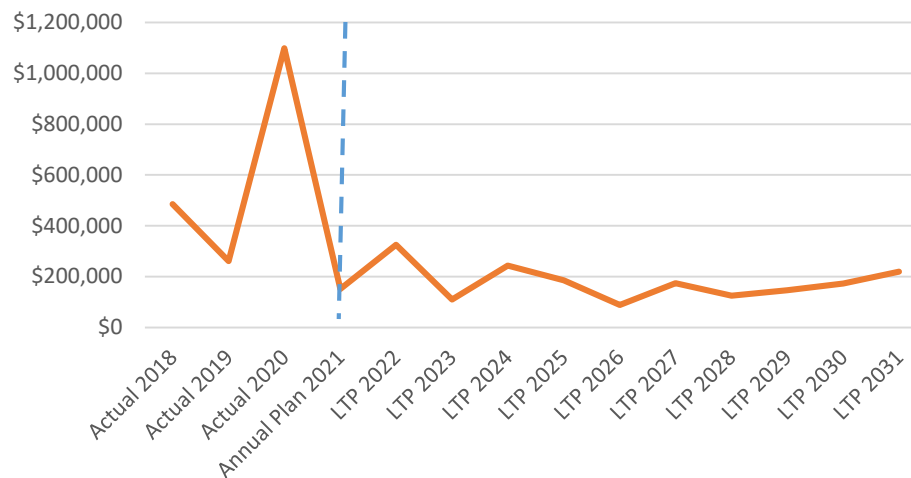
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$76.1 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31



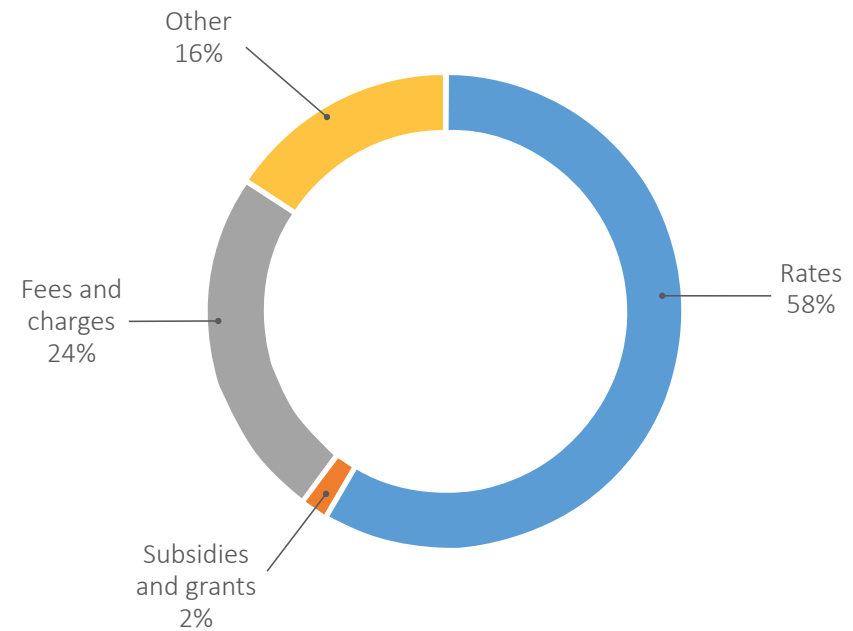




## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# Measuring our performance

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

Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We develop quality strategies, policies, plans and standards.	Preparation of the Future Development Programme.	New measure*	Collaborate with other organisations to develop an Eastern Bay Spatial Plan, while also progressing a district-wide Future Development Strategy.	Complete Eastern Bay Spatial Plan and Future Development Strategy.	District Plan changes to implement the Eastern Bay Spatial Plan and Future Development Strategy.	District Plan changes operational and ongoing monitoring of development to ensure sufficient capacity for growth.
	Progress made to develop District Plan changes.	New measure*	Develop plan changes to ensure the District Plan remains responsive to local issues and is consistent with the requirements of the broader planning framework.	Develop plan changes to ensure the District Plan remains responsive to local issues and is consistent with the requirements of the broader planning framework including the National Policy Statement for Urban Development.	Develop plan changes to ensure the District Plan remains responsive to local issues and is consistent with the requirements of the broader planning framework including the National Policy Statement for Freshwater Management.	Develop plan changes to ensure the District Plan remains responsive to local issues and is consistent with the requirements of the broader planning framework.
We enhance the local economy of the district for our communities.	Satisfaction with efforts to attract and expand business.	59%	56%	56%	57%	57%
	Satisfaction with efforts to promote tourism.	65%	63%	63%	63%	63%
	Satisfaction with efforts to enable and promote events**	65% in 2020	60%	61%	61%	61%

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

\*\* The target in 2021/22 recognises that the events industry – or perceptions of it – may continue to be impacted by COVID-19. The performance measure related to tourism does not seem to have been as impacted by COVID-19, and therefore targets have been set in line with previous results.

# COUNCIL CONTROLLED ORGANISATION – TOI EDA



## About Toi-EDA

Toi-EDA is the Economic Development Agency for the Eastern Bay of Plenty and is based in Whakatāne. It is a partnership between Kawerau, Ōpōtiki and Whakatāne District Councils, and the Bay of Plenty Regional Council, working together with local Iwi.

Toi-EDA undertakes activities to contribute to the sustainable growth and development of the local economy. Toi-EDA's purpose and vision is to grow the Eastern Bay of Plenty: Tini o Toi – kia tipu, kia puawai (To create, grow and blossom the myriads of Toi). Toi-EDA contributes to the outcomes of the Economic Development and Regeneration activity in the 'Strategy and Futures' group of activities.

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

### Our objectives for being involved in this CCO

To recognise the strength of a coordinated approach to economic development in the Eastern Bay of Plenty

To support major economic development opportunities that will provide a benefit to the communities of the Whakatāne District and Eastern Bay of Plenty.

## Reporting on the benefit of being involved in this CCO

In our Annual Report, we will measure economic development opportunities that have been supported by Toi-EDA that will benefit the communities of the Whakatāne District.

**Measure** - Toi-EDA delivers initiatives under each of the three pillars; A Winning Brand, Economic Engine and Thriving Communities, that support the sustainable growth and development of the local economy. **Target** – At least three initiatives underway per year.

## Toi-EDA's purpose and vision is measured by:

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

## Toi-EDA's primary goals

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

## More information

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

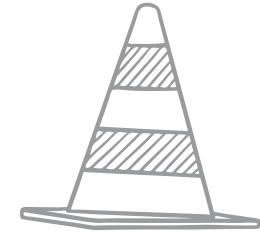






# TRANSPORT CONNECTIONS

## Ngā hononga waka



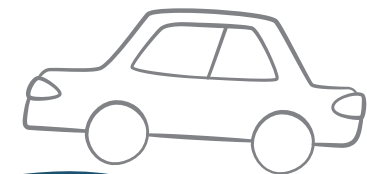
### Activities in this group

TRANSPORT CONNECTIONS\*

### What we do and why we do it

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

*\* For the purpose of the Local Government Act 2002, Transport Connections refers to the provision of Roads and Footpaths*



## Contribution to Community Outcomes



### Strong, connected, interdependent, diverse communities

- Ensuring we have capacity for growth in our infrastructure and services
- Enhancing the safety of our transport networks
- Supporting walking, cycling and active transport aspirations



### Thriving circular economies

- Implementing actions towards our zero carbon climate change targets
- Enhancing the climate change resilience of our infrastructure



### Integrating nature into our decision-making

## Key Long Term Plan priorities and projects\*

- Improving the flow of traffic over the Landing Road roundabout and bridge, through the Access Whakatāne project
- Improving safety on Thornton Road
- Investing in Keepa Road to upgrade network function and capacity to support the district's growth
- Progressing projects in line with the Active Whakatāne Strategy, with a budget of \$1 million each year
- Restarting the programme to seal metal roads, with a budget of \$750,000 per year
- Developing a new shared use pathway from Te Teko to Kokohinau Marae
- Continuing to undertake maintenance, operations and renewal activities (these are largely business as usual)
- Continuing to repair footpaths across the district in order of priority, based on condition ratings

\*A list of key capital projects is available on page 273 of this document

## WE WILL BE SEEKING LONG-TERM EFFICIENCIES THROUGH

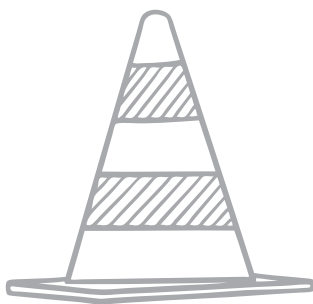
- Increasing data collection and modelling
- Reducing the social cost of crashes
- Implementing the Council's Climate Change Action Plan for Transport
- Focusing on integrated planning, demand management and network optimisation

## Key opportunities

- Supporting Waka Kotahi NZ Transport Agency's 'Road to Zero' Road Safety Strategy 2020-30
- Optimising investment in the network
- Continuing to focus on road safety and speed reduction
- Supporting climate change outcomes
- Supporting regional growth
- Working with individuals and groups in the disability sector to eliminate barriers to transport and community accessibility

## Key challenges

- Changes to external funding opportunities
- Increases in the cost of materials
- Increases in road use
- Working to reduce travel speeds
- Enhancing road safety at key risk areas
- Mitigating and adapting to climate change impacts



## Potential negative effects

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

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

POSSIBLE NEGATIVE EFFECT	ASPECTS OF WELLBEING PRIMARILY IMPACTED				HOW WE WILL TRY TO MINIMISE THIS IMPACT
	SOCIAL	CULTURAL	ENVIRONMENTAL	ECONOMIC	
The maintenance of the roading network may cause several nuisances including dust, noise and smells.	✓		✓		Comply with the Resource Management Act and local bylaws during maintenance activities, track and record complaints.
Carrying out road maintenance activities can cause short term delays to traffic.	✓				Ensure appropriate temporary traffic management to minimise delays. This could include, for example, working outside of peak hour traffic, requiring short detours, or implementing manual traffic control.
The provision of a roading network may encourage increased traffic volumes and increase the levels of greenhouse gas emissions.	✓		✓		The Council's Climate Change Strategy sets out targets for reducing emissions, and has a specific Transport Action Plan. Council's Active Whakatāne Strategy recognises active user groups, and has a vision for a district where active travel and recreation improve health, connectedness, our environment and economy.

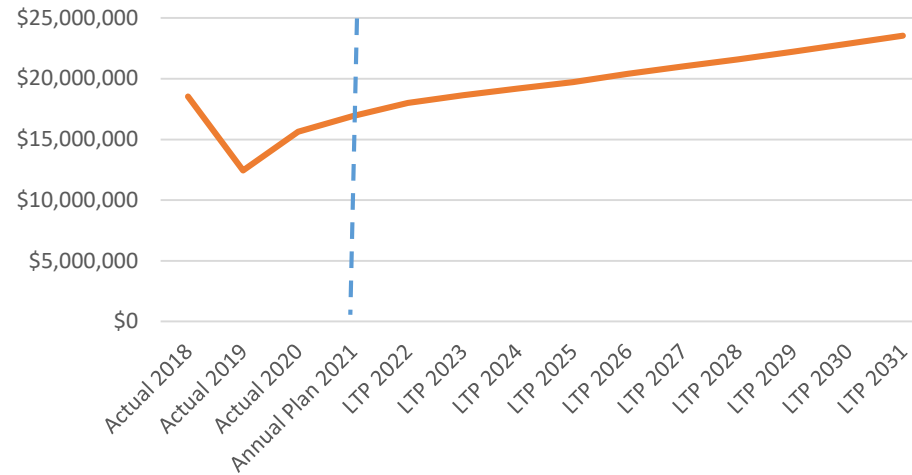
## Summary of costs

This group of activities will cost \$337 million to deliver over the 10 years 2021-31. This includes both operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

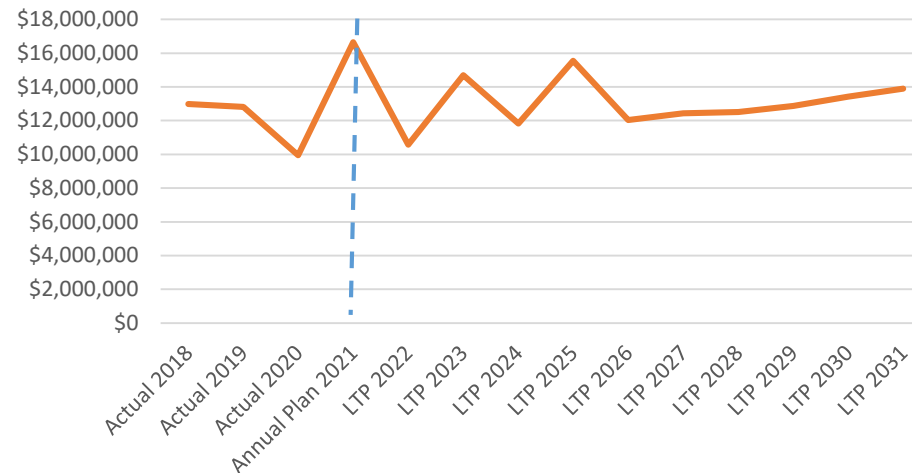
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$337 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31





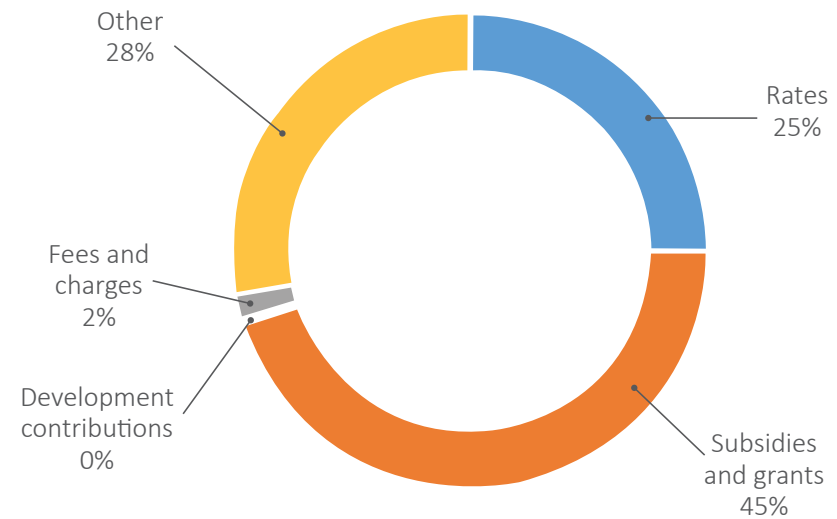


## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

Development Contributions are a source of funding for this group of activities, but contribute less than 1 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

## Measuring our performance

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

Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide safe and quality infrastructure to enable various modes of transport.	Satisfaction with Council roads.	60%	57%	57%	57%	57%
	The average quality of ride on a sealed local road network, measured by smooth travel exposure. <sup>(M)</sup>	94%	above 90%	above 90%	above 90%	above 90%
	Percentage of sealed local road network that is resurfaced. <sup>(M)</sup>	6.5%	6-7%	6-7%	6-7%	6-7%
	Percentage of qualifying footpaths within the district that fall within the level of service or service standard for the condition of footpaths set out in the Activity Management Plan. <sup>(M)</sup>	100%	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.	95% of all qualifying footpaths achieve a grade of 3 or less as measured through the three yearly footpath inspection.
We respond to community requests relating to roads and footpaths in a timely manner.	Percentage of emergency customer service requests relating to roads and footpaths responded to within two hours. <sup>(M)</sup>	90%	90%	90%	90%	90%
	Percentage of all other customer service requests relating to roads and footpaths responded to within seven days. <sup>(M)</sup>	100%	95%	95%	95%	95%

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







# WATER SUPPLY

## Ngā puna wai



### Activities in this group

WATER SUPPLY

### What we do and why we do it

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

#### A note about the Three Waters Reform Programme:

Central government is progressing a Three Waters Reform Programme. The Government is proposing to establish four publicly-owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across Aotearoa New Zealand. However, at the time of preparing this LTP, the future responsibility for water supply, wastewater and stormwater assets (and the timing for any change to responsibility) is not known with certainty. As such, the Council has assumed that all three waters services will remain under Council control for the period of the LTP. More information is available in the 'Our Significant Forecasting Assumptions for this LTP' section. The Council has signed a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.

## Contribution to Community Outcomes



### Thriving circular economies

- Enhancing the climate change resilience of our infrastructure
- Upgrading infrastructure to address issues for our water supply
- Implementing actions towards our zero carbon climate change target



### Integrating nature into our decision-making



### Strong, connected, interdependent, diverse communities

- Ensuring we have capacity for growth in our infrastructure and services
- Preparing for significant reform of three waters services



### Constructively and collaboratively engaging with whānau, hapū and iwi

- Building meaningful, trusted and effective partnerships and relationships

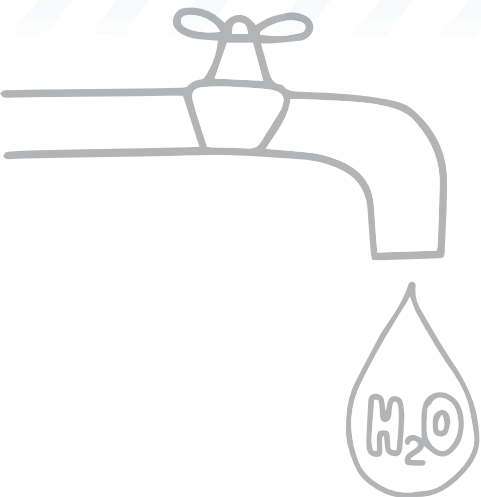
## Key Long Term Plan priorities and projects\*

- Upgrading the Whakatāne water treatment plant
- Removing naturally-occurring low levels of arsenic from the Braemar water supply, which provides water to parts of the Rangitāiki Plains
- Investigating options to ensure the Murupara scheme meets increasing regulations and standards
- Continuing to investigate alternative water supplies for Whakatāne, including options to integrate the Plains and Whakatāne/Ōhope water supply systems, and drilling a second bore at Otumahi/Paul Road water treatment plant
- Ensuring reservoirs meet levels of service, climate change and growth considerations
- Replacing a number of water take consents, which will expire in 2026
- Continuing to undertake water main renewals (largely business as usual).

\* A list of key capital projects is available on page 273 of this document

## Key opportunities and challenges

- Working in partnership and supporting whānau, hapū and iwi aspirations to help achieve solutions and benefits for all communities
- Prioritising water quality and safety
- Improving the resilience of our water supply
- Minimising the impact of our infrastructure on the environment
- Providing infrastructure for our growing population
- Investigating and implementing energy and water loss management initiatives.



## Potential negative effects

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

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

POSSIBLE NEGATIVE EFFECT	ASPECTS OF WELLBEING PRIMARILY IMPACTED				HOW WE WILL TRY TO MINIMISE THIS IMPACT
	SOCIAL	CULTURAL	ENVIRONMENTAL	ECONOMIC	
Over-extraction of water may cause environmental and cultural issues.		✓	✓		Comply with Resource Consent conditions on maximum draw. Monitor water take and water availability. Use of water restrictions if required.
Potential delivery of contaminated water through our schemes.	✓		✓		Emergency response plans, operational procedures and monitoring of the raw water supplies. Public Health Risk Management Plans.
Insufficient water supplies during times of drought or emergency.	✓	✓	✓	✓	Demand management, though water conservation education, water restrictions and other methods, is used to reduce water demands during drought or emergency. 24 hours' worth of water storage is available for all schemes, except Plains and Edgumbe. The Long Term Plan budget includes allocation for improving the resilience and security of our water supply.

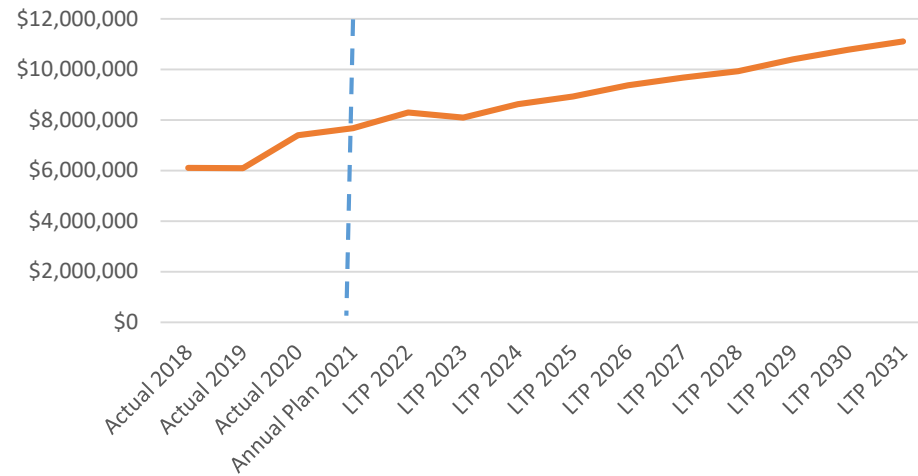
## Summary of costs

This group of activities will cost \$145.7 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

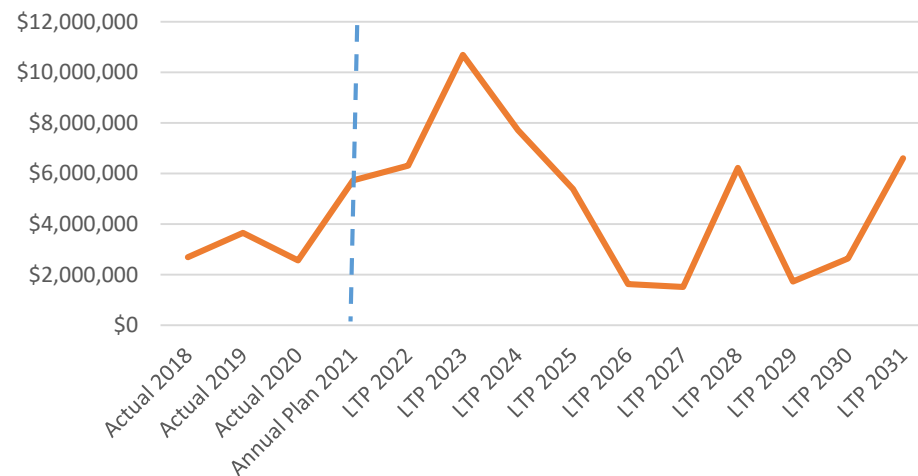
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$145.7 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31



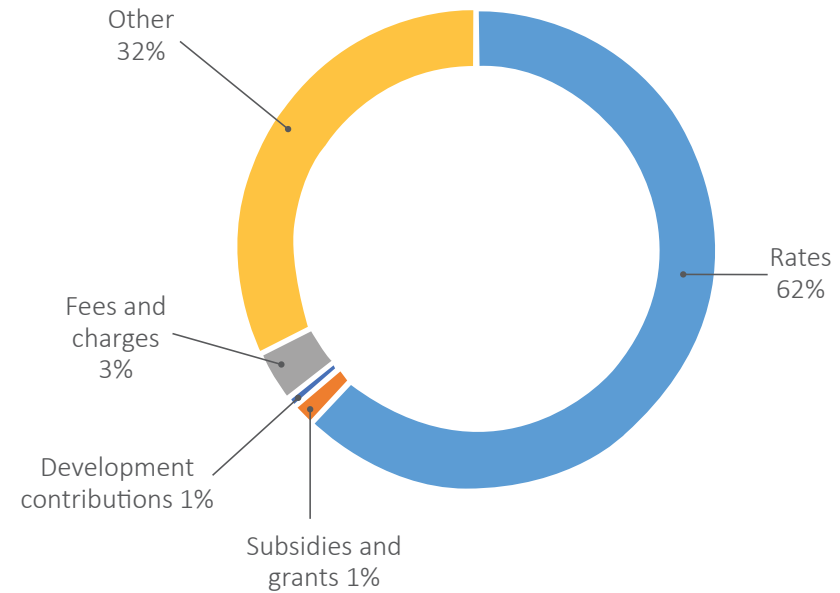




## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# Measuring our performance

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

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20*	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide safe, quality water supplies that meet the needs of our communities.	The extent to which Council's drinking water supplies comply with Part 4 of the Drinking Water Standards (bacteria compliance criteria). <sup>(M)</sup>	8 schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant	All schemes compliant
	The extent to which Council's drinking water supplies comply with Part 5 of the Drinking Water Standards (protozoal compliance criteria). <sup>(M)</sup>	6 schemes compliant	7 schemes compliant out of 9**	8 schemes compliant out of 9	8 schemes compliant out of 9	8 schemes compliant out of 9
	Total Number of complaints per 1,000 connections, received by the Council about any of the following: <ul style="list-style-type: none"> <li>drinking water clarity</li> <li>drinking water taste</li> <li>drinking water odour</li> <li>water pressure or flow</li> <li>continuity of supply</li> <li>the Council's response to any of these issues.<sup>(M)</sup></li> </ul>	New method of measurement***	Less than 30 overall	Less than 30 overall	Less than 30 overall	Less than 30 overall
	Satisfaction with the water supply and quality of drinking water (supplied by Council).	71%	70%	70%	70%	70%

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

\* Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

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

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

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

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

\* Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.





# SEWAGE TREATMENT AND DISPOSAL

*Te rāwekeweke me te rukea o te parakaingaki*

## Activities in this group

SEWAGE TREATMENT AND DISPOSAL

## What we do and why we do it

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

### **A note about the Three Waters Reform Programme:**

Central government is progressing a Three Waters Reform Programme. The Government is proposing to establish four publicly-owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across Aotearoa New Zealand. However, at the time of preparing this LTP, the future responsibility for water supply, wastewater and stormwater assets (and the timing for any change to responsibility) is not known with certainty. As such, the Council has assumed that all three waters services will remain under Council control for the period of the LTP. More information is available in the 'Our Significant Forecasting Assumptions for this LTP' section. The Council has signed a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.

## Contribution to Community Outcomes



### Strong, connected, interdependent, diverse communities

- Ensuring we have capacity for growth in our infrastructure and services
- Preparing for significant reform of three waters services
- Delivering reliable wastewater services for our communities



### Constructively and collaboratively engaging with whānau, hapū and iwi

- Building meaningful, trusted and effective partnerships and relationships



### Thriving circular economies

- Implementing actions towards our zero carbon climate change targets
- Enhancing the climate change resilience of our infrastructure
- Reducing the environmental impact of wastewater



### Integrating nature into our decision-making

## Key Long Term Plan priorities and projects\*

- Developing a wastewater solution for Matatā
- Planning for wastewater consent expiries in 2026
- Undertaking upgrades to the Whakatāne Wastewater Treatment Plant
- Undertaking upgrades to the Edgecumbe Wastewater Treatment Plant
- Investigations into a new community wastewater treatment plant.

\* A list of key capital projects is available on page 273 of this document

## Key opportunities and challenges

- Working in partnership and supporting whānau, hapū and iwi aspirations to help achieve solutions and benefits for all communities
- Setting the future direction of wastewater management in the district
- Ensuring compliance with updated consent requirements
- Minimising the impact of our infrastructure on the environment
- Providing infrastructure for our growing population
- Pursuing opportunities for cost savings and efficiency gains through energy management.

## Potential negative effects

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

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

POSSIBLE NEGATIVE EFFECT	ASPECTS OF WELLBEING PRIMARILY IMPACTED				HOW WE WILL TRY TO MINIMISE THIS IMPACT
	SOCIAL	CULTURAL	ENVIRONMENTAL	ECONOMIC	
Overflows of untreated sewage from the sewerage network due to blockages, pump station or other plant malfunction, inflow/infiltration of stormwater into the sewerage network and/or insufficient capacity.	✓	✓	✓		Compliance with resource consents and Council’s Engineering Code of Practice and Guidelines. Maintaining our maintenance programme and environmental controls. Providing emergency storage tanks at pump stations for sewage overflow.
Discharge of sewage through the ocean outfalls at Whakatāne and Ōhope may cause environmental, cultural and health issues.	✓	✓	✓		Compliance with resource consents. Alternative options will be considered prior to Resource Consent expiration in 2026.

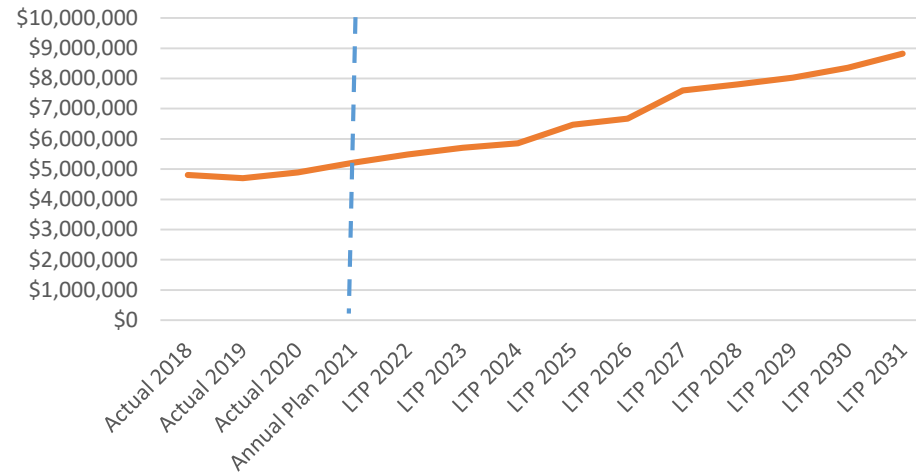
## Summary of costs

This group of activities will cost \$154.7 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

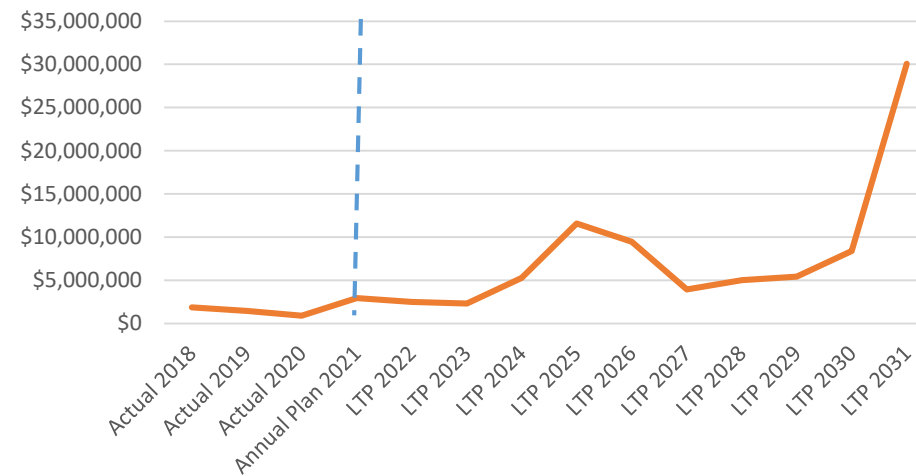
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$154.7 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31



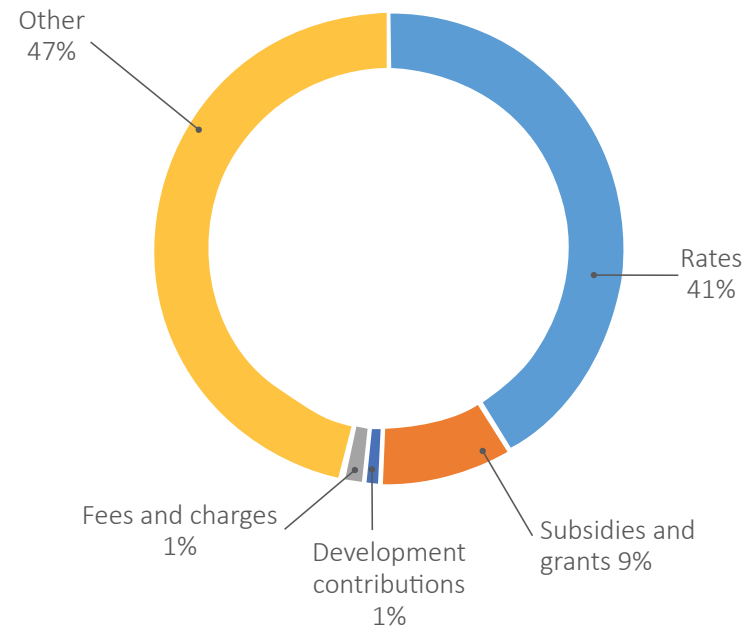




## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# Measuring our performance

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

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20*	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide safe, quality wastewater systems that meet the needs of our communities.	Satisfaction with the sewerage system for areas supplied by the Council.	76%	75%	75%	75%	75%
	Total number of complaints received per 1,000 connections about any of the following: - sewage odour - sewerage system faults - system blockages - the Council's response to any of these issues. <sup>(M)</sup>	New method of measurement**	Less than 40	Less than 40	Less than 40	Less than 40
We respond to sewerage overflows in a timely manner.	Median response time to attend a sewage overflow resulting from a blockage or other fault in the Council's sewerage system, from the time that the Council receives notification to the time that service personnel reach the site. <sup>(M)</sup>	26 minutes	Less than 2 hours	Less than 2 hours	Less than 2 hours	Less than 2 hours
	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the Council's sewerage system, from the time that the Council receives notification to the time that service personnel confirm resolution of the blockage or other fault. <sup>(M)</sup>	3 hours and 54 minutes	Less than 8 hours	Less than 8 hours	Less than 8 hours	Less than 8 hours

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

\* Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

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

LEVEL OF SERVICE <i>(What you can expect from us)</i>	PERFORMANCE MEASURES <i>(How we will measure our service delivery)</i>	RESULTS FOR 2019/20*	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We minimise the impact of wastewater on the environment.	Number of dry weather sewage overflows from the Council's sewerage system per 1,000 connections to that sewerage system. <sup>(M)</sup>	1.4	Less than three overflows	Less than three overflows	Less than three overflows	Less than three overflows
	Number of abatement notices received by the Council in relation to the resource consents for discharge from our sewerage systems. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero
	Number of infringement notices received by the Council in relation to the resource consents for discharge from our sewerage systems. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero
	Number of enforcement orders received by the Council in relation to the resource consents for discharge from our sewerage systems. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero
	Number of convictions received by the Council in relation to the resource consents for discharge from our sewerage systems. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero

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

*\* Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.*





# STORMWATER DRAINAGE

## *Te awakeri o te wai āwhiowhio*

### Activities in this group

STORMWATER DRAINAGE

### What we do and why we do it

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

#### **A note about the Three Waters Reform Programme:**

Central government is progressing a Three Waters Reform Programme. The Government is proposing to establish four publicly-owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across Aotearoa New Zealand. However, at the time of preparing this LTP, the future responsibility for water supply, wastewater and stormwater assets (and the timing for any change to responsibility) is not known with certainty. As such, the Council has assumed that all three waters services will remain under Council control for the period of the LTP. More information is available in the 'Our Significant Forecasting Assumptions for this LTP' section. The Council has signed a Memorandum of Understanding with the Department of Internal Affairs, and is taking an active part in all Three Waters Reform initiatives.

## Contribution to Community Outcomes



### **Strong, connected, interdependent, diverse communities**

- Ensuring we have capacity for growth in our infrastructure and services
- Preparing for significant reform of three waters services



### **Constructively and collaboratively engaging with whānau, hapū and iwi**

- Building meaningful, trusted and effective partnerships and relationships



### **Thriving circular economies**

- Implementing actions towards our zero carbon climate change targets
- Enhancing the climate change resilience of our infrastructure
- Reducing the environmental impact of stormwater



### **Integrating nature into our decision-making**

## Key Long Term Plan priorities and projects\*

- Delivering the Council's Comprehensive Stormwater Catchment Strategy
- Upgrading the Whakatāne western catchment
- Undertaking the Apanui Linear Park project to enhance the reserve, decrease flood risks, provide flood water storage, create overland flow paths, and future-proof for rising groundwater
- Progressing upgrades to gain new consents for stormwater discharge
- Applying for comprehensive stormwater consents for stormwater catchments in the district
- Undertaking various Whakatāne stormwater upgrades and renewals (these are largely business as usual)
- Developing a long term strategic approach and increasing resources for Awatapu and Matatā lagoons and Sullivan Lake.

*\*A list of key capital projects is available on page 273 of this document*

## Key opportunities and challenges

- Minimising the impact of our infrastructure on the environment
- Providing infrastructure for our growing population
- Working in partnership and supporting whānau, hapū and iwi aspirations, to develop solutions to environmental challenges across a number of projects
- Pursuing opportunities for cost savings and efficiency gains through energy management.

## Potential negative effects

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

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



POSSIBLE NEGATIVE EFFECT	ASPECTS OF WELLBEING PRIMARILY IMPACTED				HOW WE WILL TRY TO MINIMISE THIS IMPACT
	SOCIAL	CULTURAL	ENVIRONMENTAL	ECONOMIC	
Discharge of polluted stormwater may cause environmental, cultural and health issues.	✓	✓	✓		Application being developed for a comprehensive Resource Consent based on the catchment management plan for Whakatāne. This plan addresses any potential pollution issues associated with stormwater.
Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding, which could result in social and economic hardship.	✓		✓	✓	Compliance with Council's Engineering Code of Practice. Use of overland flow paths to increase the level of protection to houses and commercial buildings. Works are proposed to improve our level of protection in large rainfall events.

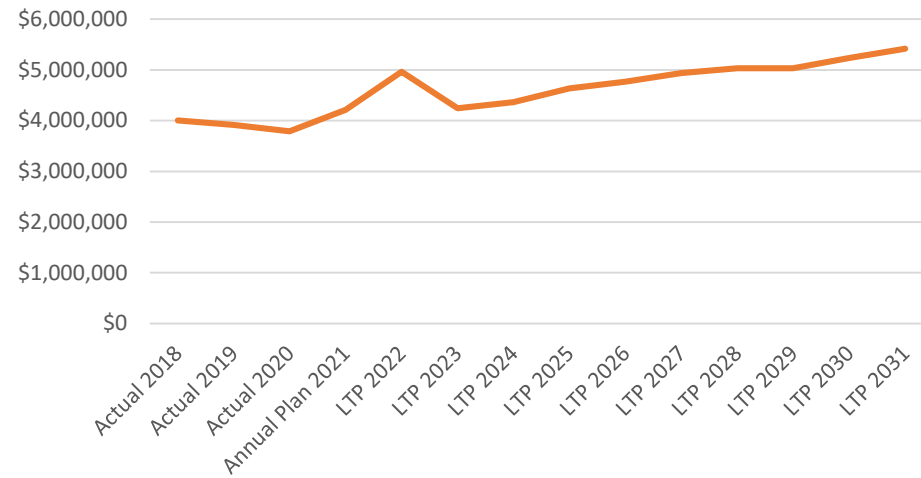
## Summary of costs

This group of activities will cost \$67.3 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing and improving an existing one.)

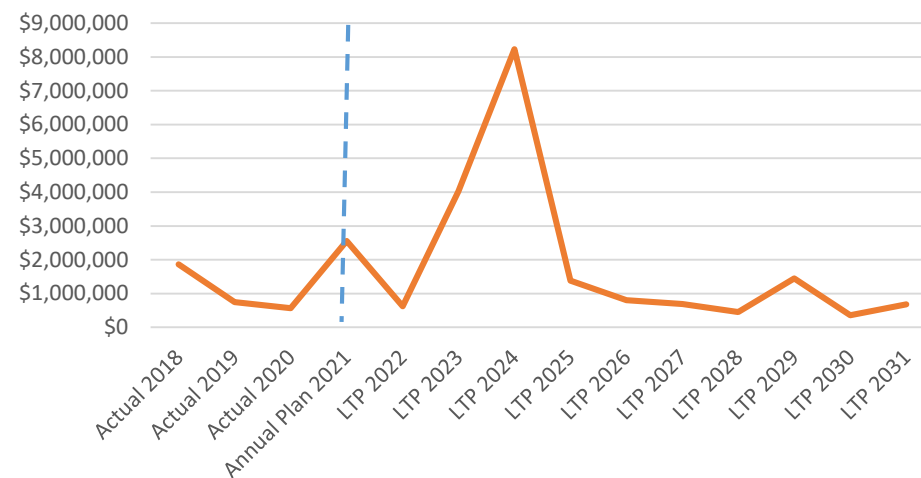
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$67.3 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31





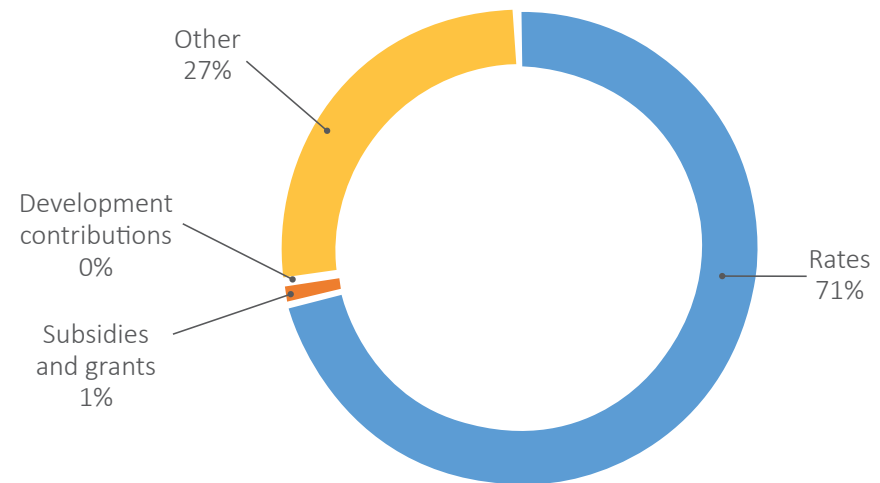


## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

Development Contributions are a source of funding for this group of activities, but contribute less than 1 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# Measuring our performance

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

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide towns with quality stormwater systems and services.	Number of flooding events in the district. <sup>(M)*</sup>	Zero in 2020	Less than 3	Less than 3	Less than 3	Less than 3
	For each flooding event,* the number of habitable floors affected (per 1,000 properties connected to the Council's stormwater system). <sup>(M)</sup>	Zero in 2020	Less than 10	Less than 10	Less than 10	Less than 10
	Median response time to attend a flooding event.* <sup>(M)</sup>	N/A in 2020	Less than 3 hours	Less than 3 hours	Less than 3 hours	Less than 3 hours
	The number of complaints received about the performance of the stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system. <sup>(M)</sup>	5.56 in 2020	Less than 10	Less than 10	Less than 10	Less than 10

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

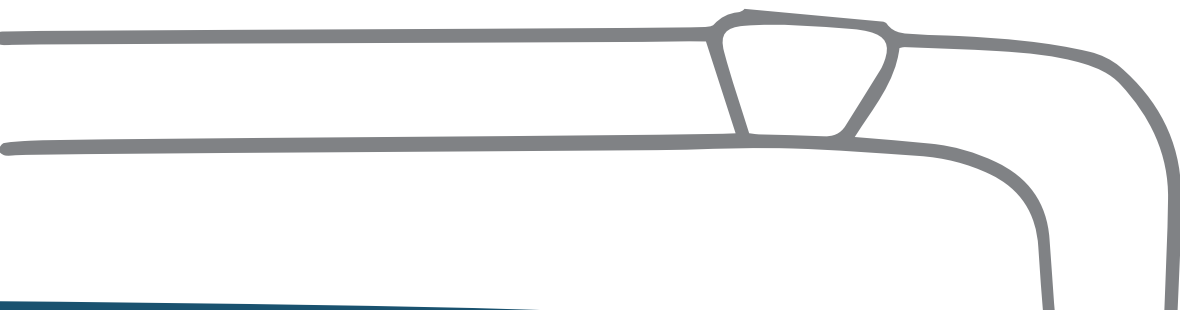
\* The DIA requires results for these measures to be presented according to the following definitions:

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

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

LEVEL OF SERVICE <i>(What you can expect from us)</i>	PERFORMANCE MEASURES <i>(How we will measure our service delivery)</i>	RESULTS FOR 2019/20	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We minimise the impact of stormwater on the environment.	Number of abatement notices received by the Council in relation to the resource consents for discharge from our stormwater system. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero
	Number of infringement notices received by the Council in relation to the resource consents for discharge from our stormwater system. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero
	Number of enforcement orders received by the Council in relation to the resource consents for discharge from our stormwater system. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero
	Number of convictions received by the Council in relation to the resource consents for discharge from our stormwater system. <sup>(M)</sup>	Zero in 2020	Zero	Zero	Zero	Zero

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







# WASTE MANAGEMENT AND MINIMISATION

## Te Whakahaere me te Whakaiti Para



### Activities in this group

WASTE MANAGEMENT AND MINIMISATION

### What we do and why we do it

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

## Contribution to Community Outcomes



**Integrating nature into our decision-making**



**Thriving circular economies**

- Ensuring we have capacity for growth in our infrastructure and services
- Managing waste more sustainably including advancing local solutions
- Implementing actions towards our zero carbon climate change target
- Enhancing the climate change resilience of our infrastructure

## Key Long Term Plan priorities and projects\*

- Working with communities and rural areas to implement new waste minimisation initiatives, including changes to Murupara Refuse Transfer Station
- Progressing actions set out in the Waste Management and Minimisation Plan 2021 (key action areas: regulation, measuring and monitoring, education and engagement, collections and services, infrastructure, leadership and management, and climate change action plans)

\* A list of key capital projects is available on page 273 of this document

## Key opportunities and challenges

- Progressing new Waste Management and Minimisation Plan initiatives
- Increased funding from central government
- Upcoming legislative changes from central government
- Increases to Waste Levy and Emission Trading Scheme charges
- Managing and minimising the growing tonnage of waste in the district.

## Waste Management and Minimisation Plan

Alongside the Long Term Plan, we have reviewed our Waste Management and Minimisation Plan (WMMP). The WMMP considers future levels of service and costs, with a view to minimise the amount of waste our district sends to landfill. The plan is available at [whakatane.govt.nz/wmmp](http://whakatane.govt.nz/wmmp)



### The vision of the WMMP is:

*Our communities working together to turn our waste into resources.*

### The WMMP has three goals:

1. Communities throughout our district are knowledgeable about waste
2. Communities that are committed to firstly avoiding waste, and then secondly reusing and recycling it
3. Communities that look for, and consider, new initiatives and innovative ways to minimise waste

### The WMMP includes a range of targets and actions towards these. The actions from the plan are funded through:

- General rates
- Transfer station refuse charges
- Targeted rates
- External funding where possible
- Central government funding for waste minimisation projects

## Potential negative effects

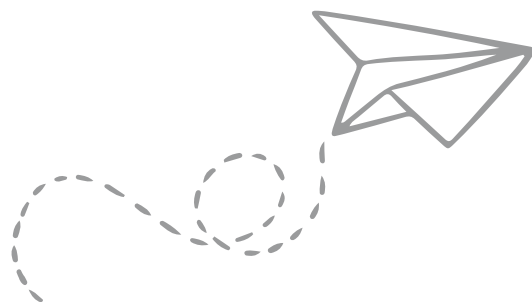
Sometimes the activities we do can have a negative effect. While we work hard to operate in a way that provides the most positive outcomes for the community, we must acknowledge that in some cases there can be a trade-off.

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



POSSIBLE NEGATIVE EFFECT	ASPECTS OF WELLBEING PRIMARILY IMPACTED				HOW WE WILL TRY TO MINIMISE THIS IMPACT
	SOCIAL	CULTURAL	ENVIRONMENTAL	ECONOMIC	
Changing weather patterns and climate change may result in permanent environmental changes and extreme events that cause damage to existing assets, including closed landfill sites. There is also potential for previously unrecorded sites to be unearthed due to erosion.			✓	✓	Liaise with central and regional government about trends, and any monitoring that is undertaken. Monitor sites.
Economically, the cost of desired infrastructure improvements may exceed the district's ability to pay.				✓	Consult with the community on all costs and options for Levels of Service through the Long Term Plan process.
Increase in the amount of refuse to be disposed as population increases over time.	✓		✓		The Council acts as the advocate for waste reduction through the adoption of the Waste Management and Minimisation Plan. The Council also supports education initiatives and provides education material for its customers.
Environmental impacts caused by the discharge of contaminants to land and water from closed landfills.		✓	✓		Compliance with Resource Consent conditions that stipulate the frequency and parameters to be monitored.

POSSIBLE NEGATIVE EFFECT	ASPECTS OF WELLBEING PRIMARILY IMPACTED				HOW WE WILL TRY TO MINIMISE THIS IMPACT
	SOCIAL	CULTURAL	ENVIRONMENTAL	ECONOMIC	
Cultural impacts caused by the discharge of contaminants to land and water, and odour to the air, at refuse transfer stations.	✓	✓	✓		Compliance with resource consents and after-care management.
Potential impacts on customer satisfaction due to service failure, delays or responsiveness.	✓				Monitor and report on levels of service and in service provider contracts. Seek to resolve customer complaints and 'close the loop'.
Health and safety risks associated with the operation, maintenance or construction of solid waste infrastructure.	✓		✓		Ensure compliance with legislation and Health and Safety Management Plans. Ensure robust health and safety compliance in contract management.
Health and Safety Risks associated with failure of contracted services or inability to collect, process or transport waste.	✓		✓		Ensure quick reaction to service failure and identification of alternative service providers and/or processing/storage sites.



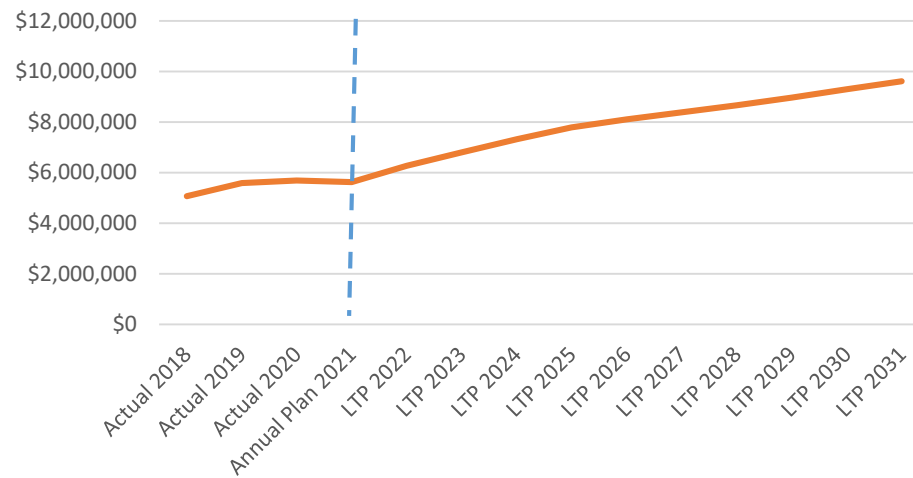
## Summary of costs

This group of activities will cost \$82.3 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

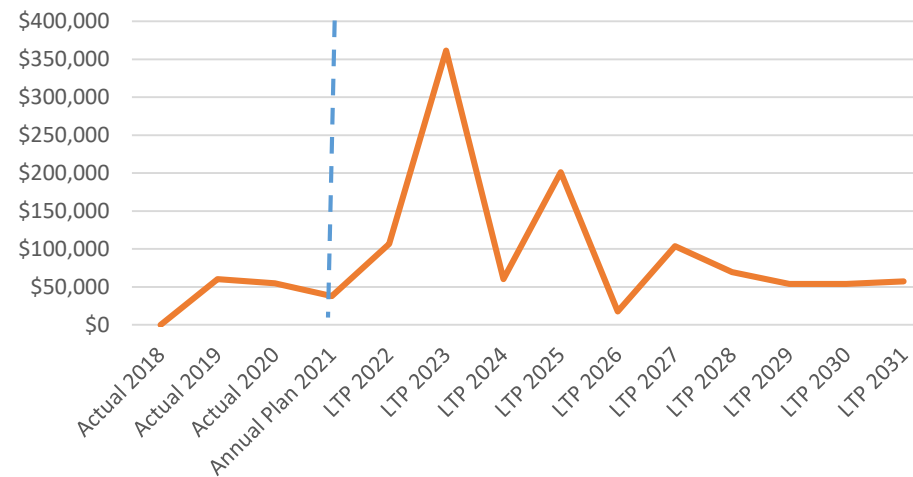
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$82.3 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31



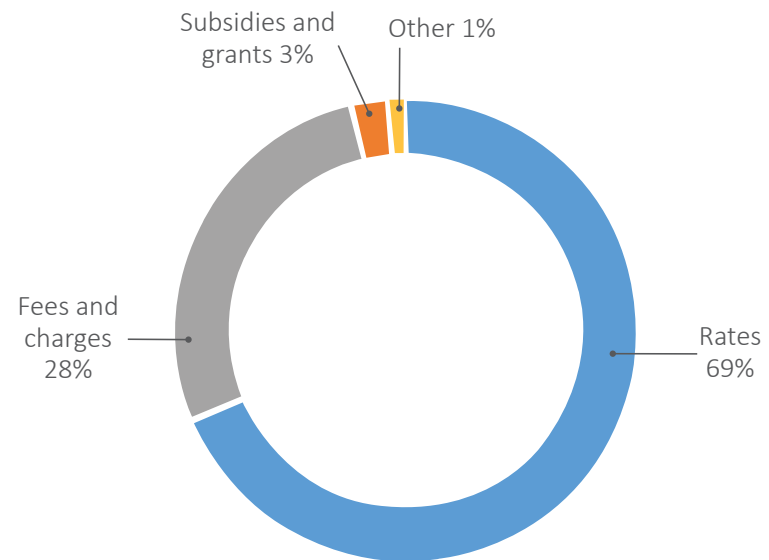




## Sources of funding

The graph below shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

## Measuring our performance

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

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20*	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We support the active promotion of waste management and minimisation in the community.	Amount of waste sent to landfill per person** each year	New measure	Below 70% of the national average amount	Below 70% of the national average amount	Below 70% of the national average amount	Below 70% of the national average amount
We work with providers to supply kerbside collection, waste disposal and recycling facilities that meet the needs of our communities.	User satisfaction with refuse disposal (transfer station facilities).	85%	82%	82%	82%	82%
	User satisfaction with the kerbside waste collection service.	88%	85%	85%	85%	85%

\* Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

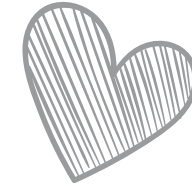
\*\* As per population estimates of the district provided by Stats NZ





# COMMUNITY EXPERIENCE

## Ngā wheako hapori



### Activities in this group

- RECREATION
- COMMUNITY FACILITIES
- ARTS AND CULTURE
- PORTS AND HARBOUR
- WHAKATĀNE HOLIDAY PARK

### What we do and why we do it

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

## Contribution to Community Outcomes



### Strong, connected, interdependent, diverse communities

- Continuing our building seismic strengthening programme
- Working with Community Boards to prioritise local projects and improvements
- Planning for the future of sport and recreation
- Creating strategies to deliver on a range of community aspirations
- Continuing to support the development of the Whakatāne Boat Harbour



### Constructively and collaboratively engaging with whānau, hapū and iwi

- Building meaningful, trusted and effective partnerships and relationships

## Key Long Term Plan priorities and projects\*

- Progressing the Whakatāne War Memorial Hall upgrade and recreational precinct development
- Purchasing of additional cemetery land
- Increasing investment in district library collection
- Upgrading significant sites (yearly investment in budget)
- Progressing the development of the new Boat Harbour at Keepa Road
- Advancing the Whakatāne Town Centre and Riverfront Revitalisation programme (Te Ara Hou)
- Continuing to invest in upgrades at the Whakatāne Holiday Park
- Continuing to invest in the provision of shade sails at playgrounds across the district
- Developing a district-wide amenity tree strategy to provide a framework to actively manage trees on council-owned land.
- Supporting the formation of an independent Whakatāne Trails Trust to establish a network of trail opportunities across the district
- Developing and implementing a Lagoons and Lakes Strategy
- Celebrating local arts and culture throughout the district, and developing an Arts Strategy.

*\*A list of key capital projects is available on page 273 of this document*

## Key opportunities and challenges

- Managing increasing community expectations for recreational and community facilities
- Maintaining the number of community facilities we are responsible for, and the associated costs
- Managing commercial demand for harbour facilities, including berthage
- Working in partnership and supporting whānau, hapū and iwi aspirations to ensure the voice, history and experience of the district is at the front of our communities
- Working with individuals and groups in the disability sector to ensure our communities are accessible and inclusive
- Continuing to work with the mountain biking community to further potential opportunities
- Strengthening the relationship between Council and Water Safety New Zealand, and continuing to partner with Sport Bay of Plenty
- Undertaking needs assessments of community facilities
- Exploring possible external funding

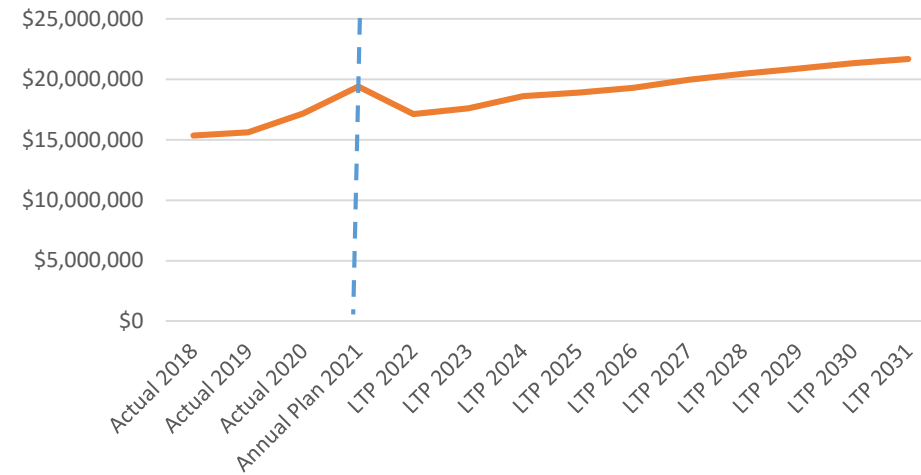
## Summary of costs

This group of activities will cost \$256 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

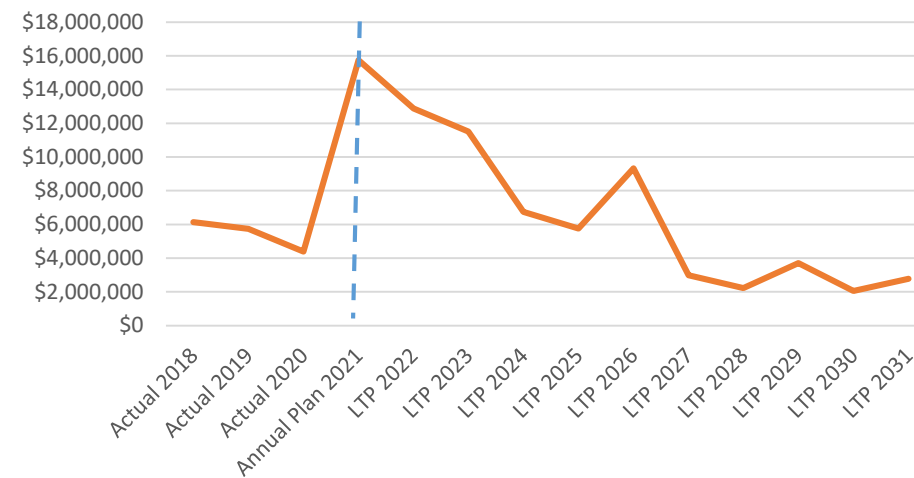
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$256 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31





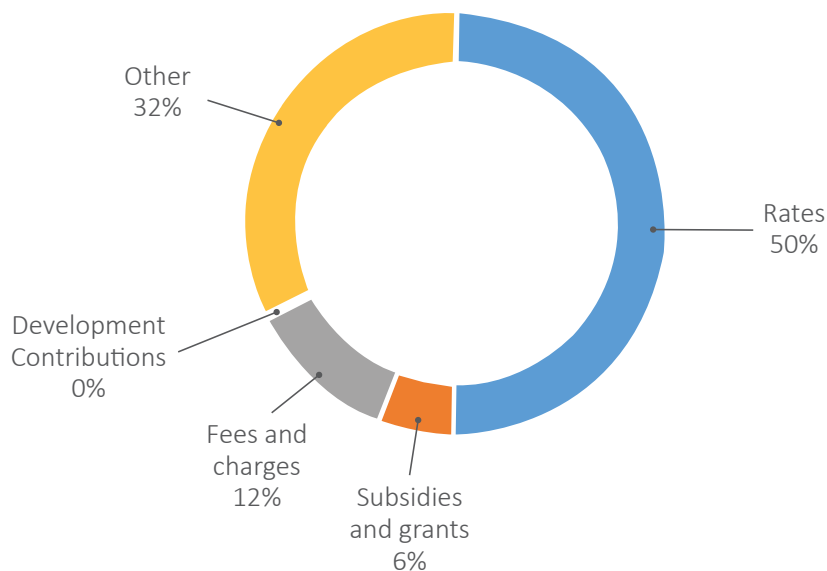


## Sources of funding

This graph shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

Development Contributions are a source of funding for this group of activities, but contribute less than 1 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# Measuring our performance

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

LEVEL OF SERVICE (What you can expect from us)	PERFORMANCE MEASURES (How we will measure our service delivery)	RESULTS FOR 2019/20*	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide a variety of quality recreational and community facilities that meet community needs.	User satisfaction with recreation facilities in the Whakatāne District (sports fields, parks and reserves, playgrounds, boat ramps and wharf facilities).	New method of measurement**	77%	77%	77%	77%
	User satisfaction with public swimming pools in the Whakatāne District.	74% in 2020	75%	75%	75%	75%
	User satisfaction with community facilities in the Whakatāne District (public toilets, public halls, cemeteries, crematorium facilities).	New method of measurement**	74%	74%	74%	74%
We promote and celebrate arts and culture in the district.	User satisfaction with art and culture services in the Whakatāne District (Te Whare Taonga o Taketake- Whakatāne Museum and Research Centre, District Libraries, Te Kōputu a te Whanaga a Toi- Whakatāne Library and Exhibition Centre).	New method of measurement***	77%	77%	77%	77%
We promote tourism within the district through the operation of a quality accommodation option.	Total guest-nights in the Whakatāne Holiday Park.	29,796 in 2020	Above 28,000	Above 29,000	Above 29,000	Above 29,000

\*Note that for satisfaction-related performance measures, we have set our proposed targets at three percentage points below the result from the 2019/20 financial year and quarters one to three from the 2020/21 financial year. This does not reflect an intention to lower the level of service provided, but rather allows a margin of error for the survey.

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

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



# COMMUNITY SAFETY



## *Te marutau o te hapori*

### Activities in this group

- HEALTH AND SAFETY
- RESOURCE MANAGEMENT - CONSENTS
- BUILDING CONTROL
- ROAD SAFETY
- EMERGENCY MANAGEMENT

### What we do and why we do it

This group of activities delivers a range of functions that contribute towards the Whakatāne District being a place where people feel safe and are protected from a range of risks to their health and wellbeing.

We aim to make sure that buildings and public places are safe for people that use them, and that legal standards are met. We also have a crucial role to play in civil defence emergencies, as our district has faced a number of natural hazard events in recent history.

## Contribution to Community Outcomes



### Strong, connected, interdependent, diverse communities

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



### Integrating nature into our decision-making

- Developing planning frameworks for how and where we grow

## Key Long Term Plan priorities and projects

- Undertaking a District Plan review (2025 onwards)
- Participating in audits of the Council as a Building Consent Authority, and in regards to ensuring food safety
- Adapting to Resource Management Act reform in coming years
- Enforcing the Council's bylaws, including through an educative approach to compliance.
- Continuing to deliver business as usual health and safety functions including liquor licensing, environmental health, regulation monitoring, and animal control
- Continuing to support and deliver road safety campaigns collaboratively within the Eastern Bay of Plenty.

## Key opportunities and challenges

- Managing demand for land and building in the district
- Planning for regulatory change and requirements for reporting and auditing
- Building community resilience to climate change and natural hazards (preparation, response and recovery).



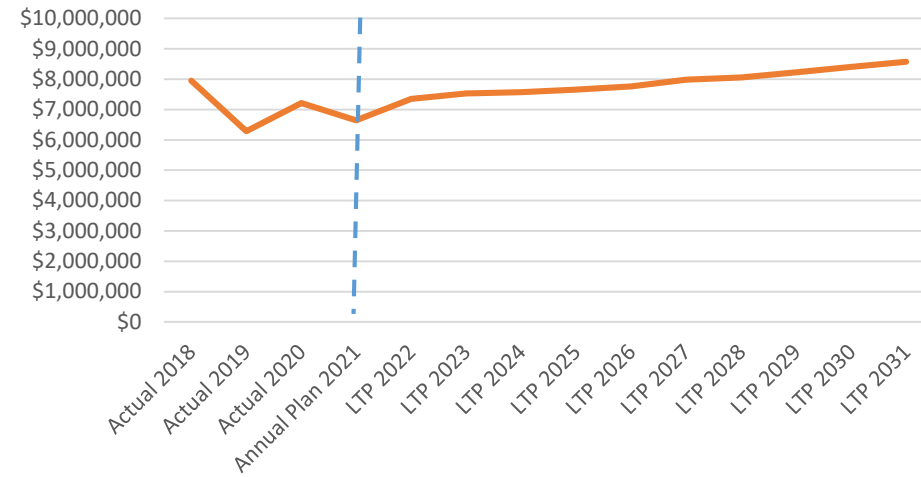
## Summary of costs

This group of activities will cost \$79.1 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

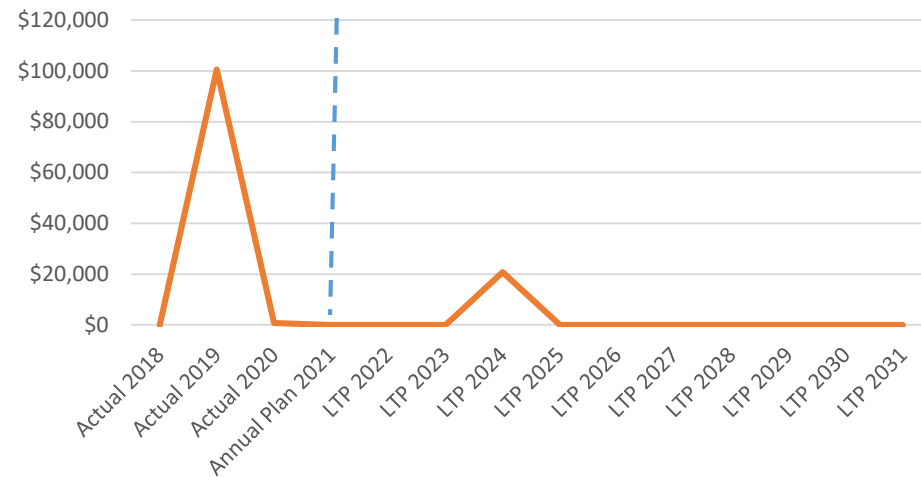
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$79.1 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31



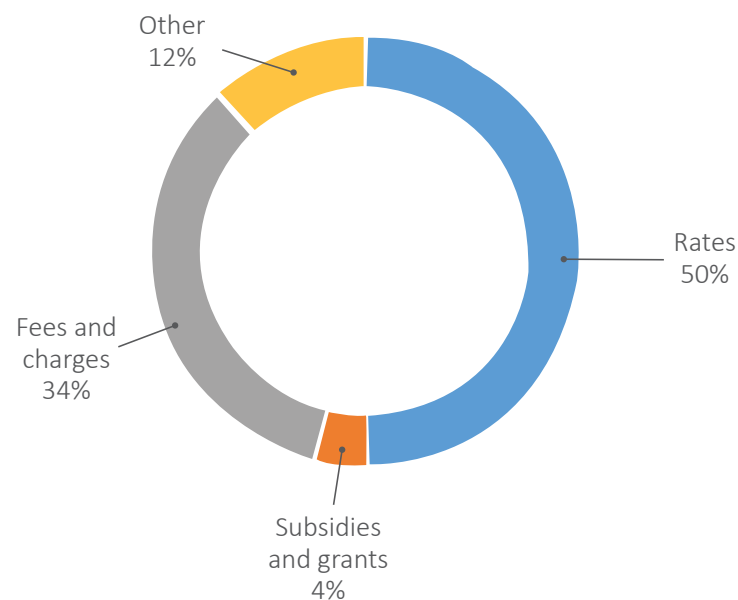




## Sources of funding

This chart shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# Measuring our performance

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

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

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

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

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

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

LEVEL OF SERVICE <i>(What you can expect from us)</i>	PERFORMANCE MEASURES <i>(How we will measure our service delivery)</i>	RESULTS FOR 2019/20	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
We provide building and resource consenting services that meet the needs of our communities.	User satisfaction with Council's resource consent process.	New survey*	60%	60%	60%	60%
	User satisfaction with Council's building consent process.	New survey*	60%	60%	60%	60%
We undertake road safety education and promotion, with a focus on reducing fatality and serious injury crashes in the Eastern Bay of Plenty.	The change from the previous year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. <sup>(M)</sup>	14 crashes in 2020 (six less than previous year)	Fewer crashes than the previous year	Fewer crashes than the previous year	Fewer crashes than the previous year	Fewer crashes than the previous year
We will maintain capacity to effectively respond to an emergency.	The district is prepared for and can effectively respond to an emergency.	New measure**	Advancing	Advancing	Advancing	Maturing
We will provide community education initiatives to increase public awareness and readiness for local and regional hazards.	Percentage of residents that have an understanding of what consequences would be if a disaster struck their area.	New measure**	Results available every second year only, no target year 1	80%	Results available every second year only, no target year 3	85%
	Percentage of residents that have taken any action to prepare for an emergency.	New measure**	Results available every second year only, no target year 1	80%	Results available every second year only, no target year 1	85%

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

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

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





# CORPORATE SERVICES

## Ngā ratonga rangatōpū

### Activities in this group

CORPORATE AND DISTRICT ACTIVITIES

### What we do and why we do it

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



- Leadership and Community
- Strategy and Futures
- Transport Connections
- Water Supply
- Sewage Treatment and Disposal
- Stormwater Drainage
- Waste Management and Minimisation
- Community Experience
- Community Safety
- Corporate Services**
- Whakatāne Airport CCO

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



## Key Long Term Plan priorities and projects

- Finding a replacement Enterprise Resource Planning tool (to manage processes such as finance and rates, consents, regulations and customer requests)
- Upgrading the main Council building
- Investigating the opportunity to gain a credit rating to reduce borrowing costs.

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## Key opportunities and challenges

- Managing a general increase in expectations for corporate support as organisation and output grows
- Upgrading systems and technology as these move to next generation
- Adapting to different ways of working, including distributed services and remote working
- Undertaking climate change mitigation and adaptation initiatives.



## Summary of costs

This group of activities will cost \$31.9 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

### Operational expenditure:

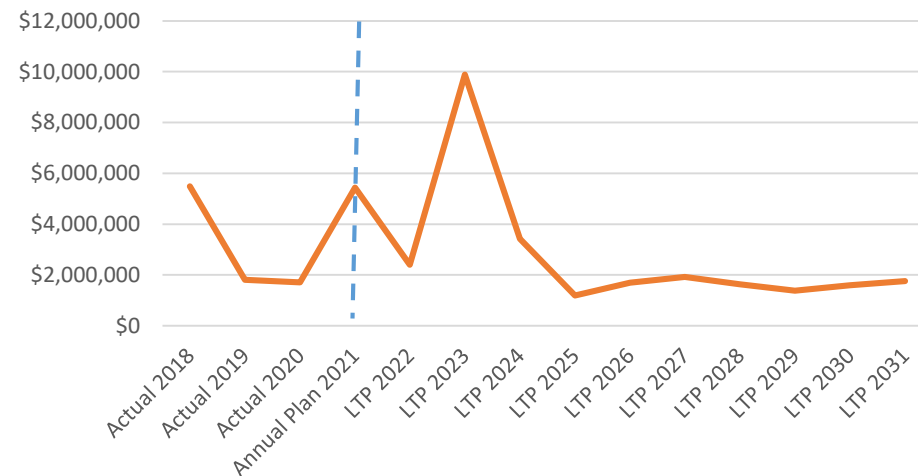
Operating expenditure for the Corporate Services group is predominantly allocated out to each of the other Council groups of activities as an overhead cost. These costs are reflected in the expenditure graphs for each group and therefore a graph is not included for the Corporate Services group of activities.

### Capital expenditure

The capital expenditure graph shows the actual capital expenditure costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graph then shows the capital expenditure budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$31.9 million**

Capital expenditure 2018-31



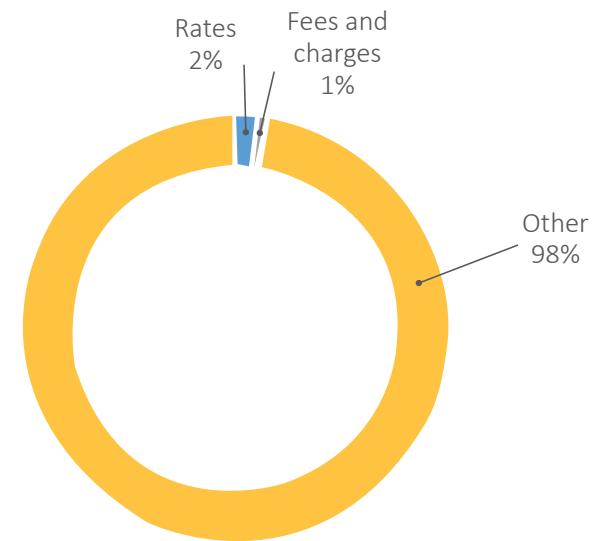




## Sources of funding

This graph shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

# COUNCIL CONTROLLED ORGANISATION – LOCAL GOVERNMENT FUNDING AGENCY

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## About the Local Government Funding Agency

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

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

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

## Reporting on the benefit of being involved in this CCO

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

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

### Our objective for being involved in this CCO

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

## More information

More information about the LGFA is available on its website: [lgfa.co.nz](http://lgfa.co.nz)



# COUNCIL CONTROLLED ORGANISATION – BAY OF PLENTY LOCAL AUTHORITY SHARED SERVICES LIMITED

## About Bay of Plenty Local Authority Shared Services Limited

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

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

- **Joint procurement:** The collective procurement of services or products by two or more councils from an external provider, regardless of whether the service is paid for through BOPLASS or individually by participating councils.
- **Shared services:** The participation of two or more councils in the provision of a common service, which may be jointly or severally hosted.

## Reporting on the benefit of being involved in this CCO

In our Annual Report, we will report the total estimated savings to the Council for each financial year against the following target:

*Initiatives provide financial savings of greater than 5 percent and/or improved service levels to the Whakatāne District Council.*



## More information

More information about **BOPLASS** is available on its website: [boplass.govt.nz](http://boplass.govt.nz)



# WHAKATĀNE AIRPORT

## *Te Taunga Waka Rererangi o Whakatāne*



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

The Whakatāne Airport is a vital economic resource for our community and an essential part of the regional transport infrastructure. We treat the airport as one of our groups of activities.

## Contribution to Community Outcomes



### Strong, connected, interdependent, diverse communities

- Providing facilities for scheduled passenger transport, and commercial and recreational flights
- Enabling local business
- Supporting tourism recovery in light of the Whakaari eruption and COVID-19 pandemic

## Objectives of the Whakatāne Airport

- Provide high-quality facilities and services in proportion with existing levels of aviation activity, and in accordance with all the appropriate acts, regulations and rules pertaining to airport and aviation operations in line with the size of Whakatāne Airport.
- Operate the airport in a sound, environmentally-sustainable and business-like manner.
- Ensure that the airport is administered efficiently, effectively and safely to the benefit of scheduled flight operations, commercial operators and recreational users.
- Improve the long-term value and financial performance of the airport.
- Promote a safe, accessible, affordable and reliable air transport system for the Eastern Bay of Plenty region.

## Key Long Term Plan priorities and projects\*

- Replacing windsock structures
- Undertaking runway lighting navigation upgrades
- Ensuring that this key piece of infrastructure is fit for the future

\* A list of key capital projects is available on page 273 of this document

## Key opportunities and challenges

- Supporting recovery of the airport in light of COVID-19
- Ensuring compliance with safety improvement requirements
- Working with Ministry of Transport Te Manatū Waka on sustainable operation of the airport

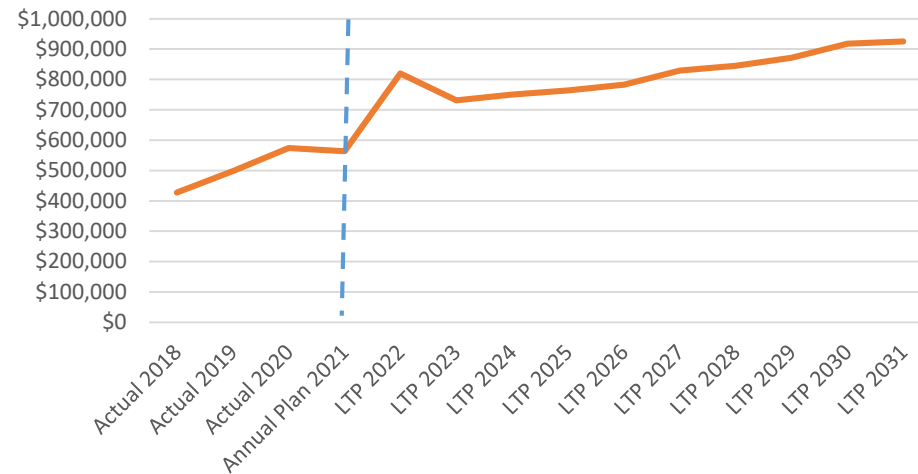
## Summary of costs

This group of activities will cost \$9.3 million to deliver over the 10 years 2021-31. This will be split between operating expenditure (the day-to-day running costs of activities, services, and facilities) and capital expenditure (the cost of buying/building a new asset or renewing/improving an existing one).

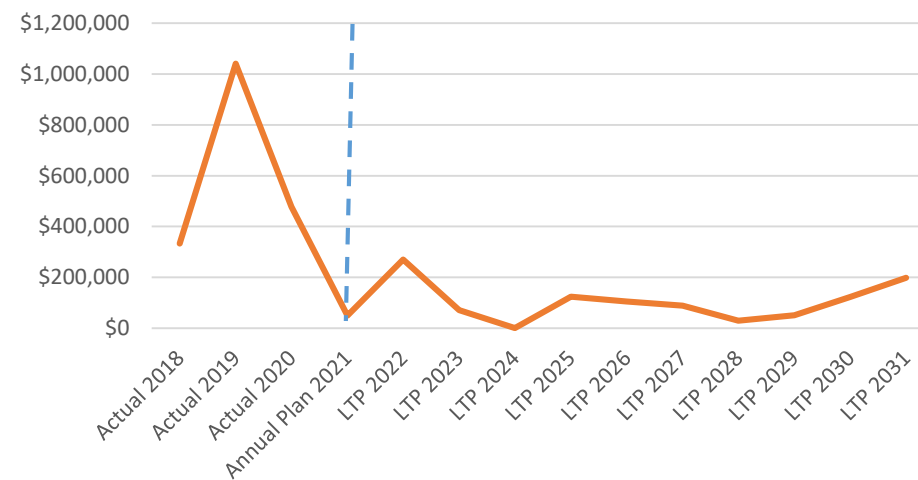
These graphs show the actual costs for this group for the 2018, 2019, and 2020 financial years, and the Annual Plan budget for the 2021 year (indicated by the blue line). The graphs then show the budget for each of the 10 years of the Long Term Plan.

**2021-31  
TOTAL COST  
\$9.3 million**

### Operational expenditure 2018-31



### Capital expenditure 2018-31



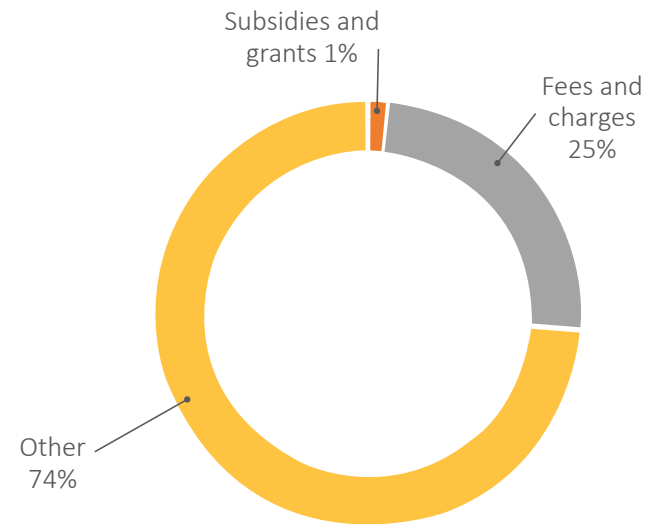




## Sources of funding

This graph shows how we will fund this group of activities in 2021-31. Each source is rounded up or down to the closest percentage, so the total may not add up to 100 percent.

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



For further information about the costs for this group of activities, and other information about the Long Term Plan 2021-31 budget, refer to the 'Our Costs in Detail' chapter of this Long Term Plan.

## Measuring our performance

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

LEVEL OF SERVICE <i>(What you can expect from us)</i>	PERFORMANCE MEASURES <i>(How we will measure our service delivery)</i>	RESULTS FOR 2019/20	TARGET YEAR 1 (2021/22)	TARGET YEAR 2 (2022/23)	TARGET YEAR 3 (2023/24)	TARGET YEAR 4 + (2024-31)
<p>To promote a safe, accessible, affordable and reliable air transport system for the benefit of the economic and social development of the Eastern Bay of Plenty region.</p> <p>To ensure that the airport facility is maintained appropriately, and enhanced where practicable and economical.</p> <p>To ensure that the airport is administered efficiently and effectively to the benefit of scheduled flight operations.</p>	The Airport is maintained to Civil Aviation Authority (CAA) requirements.	Achieved	To be achieved	To be achieved	To be achieved	To be achieved
We ensure retention of the airport as a key piece of transport infrastructure for the Eastern Bay of Plenty.	Minimum of two executive management meetings per year with our Airport Operator and Airline.	NA – new measure	2	2	2	2







# OUR COSTS IN DETAIL

*Ngā taipitopito utu*



# OUR COSTS IN DETAIL

## Ngā taipitopito utu

This chapter of the Long Term Plan provides a breakdown of some of our costs in more detail, and provides further information about how these costs are calculated and distributed. This information is a culmination of all the information contained within this Long Term Plan.

### Financial prudence benchmarks

These statements provide the Council's planned financial performance against various benchmarks in relation to revenue, expenses, assets, liabilities and general financial dealings.

### Prospective financial statements

These statements provide an overview of the Council's forecasted financial position for the next 10 years. This information should be read alongside the financial information contained in the 'Our Groups of Activities' chapter. The statements include:

- Statement of Prospective Comprehensive Income
- Statement of Prospective Changes in Equity
- Statement of Prospective Financial Position
- Statement of Prospective Cash Flows
- Statement of Reserve Balances

### Statement of accounting policies

This statement outlines the principles against which we have prepared our financial statements. These policies have been applied to all the 10 years of this plan, unless specifically stated.

### Capital projects list

This table outlines the key capital projects (or in some cases programmes of capital works) that we plan to undertake over the course of this Long Term Plan. It breaks down costs of capital works by year and indicates what the funding sources will be.

### Rating information

This section includes information about the distribution and payment of rates in our district, including:

- Information about the number of rateable properties in our district
- Due dates for payment of rates and water invoices in 2021/22
- Funding Impact Statement (Rating) to show how the rating system will look as dollar figures applied across the district
- Indicative rating examples for 2021/22 to model what rates will look like for example properties.

### Auditor's report

This Long Term Plan has been audited by Audit New Zealand. The purpose of the audit is to ensure that our Long Term Plan meets legislative requirements and provides a reasonable basis for long-term, integrated decision-making and coordination of the Council's resources and its accountability to the community.



# FINANCIAL PRUDENCE BENCHMARKS

*Nga aratohu pūtea*

## LONG TERM PLAN DISCLOSURE STATEMENT FOR PERIOD COMMENCING 1 JULY 2021

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities and general financial dealings.

The Council is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

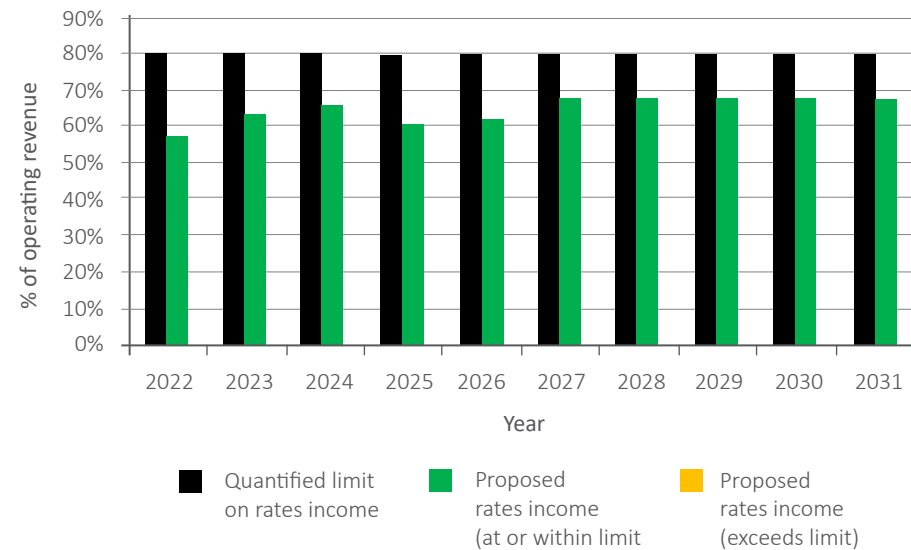
## Rates affordability benchmark

The Council meets the rates affordability benchmark if:

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increases.

## RATES INCOME AFFORDABILITY

The quantified limit on rates income is 80 percent of operating revenue.

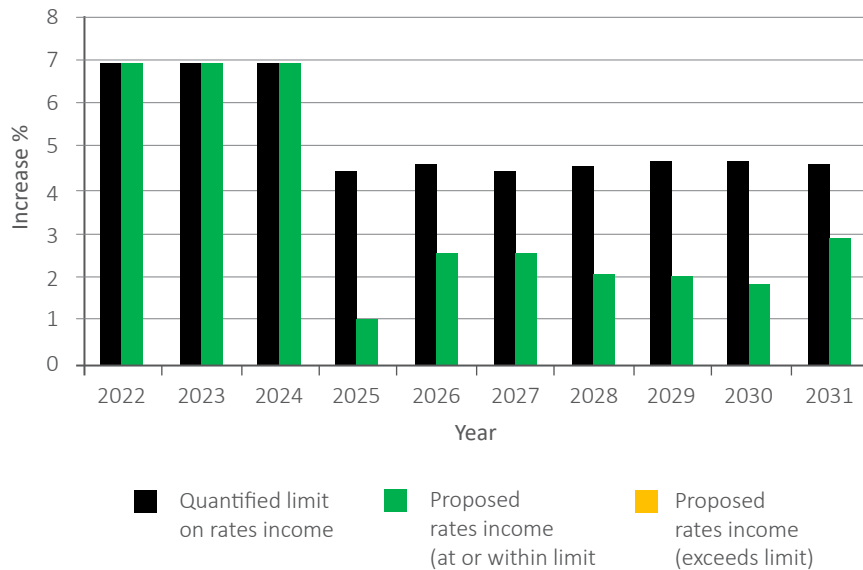


## RATES INCREASES AFFORDABILITY

The following graph compares the Council's planned rates increases with a quantified limit on rates increases contained in the Financial Strategy included in the Long Term Plan.

### Quantified limit on rates increases

Years 2022 to 2024 include a standardised rates increase of 6.93 percent, and for years 2025 to 2031 the annual percentage increase is the Local Government Cost Index + two percent.

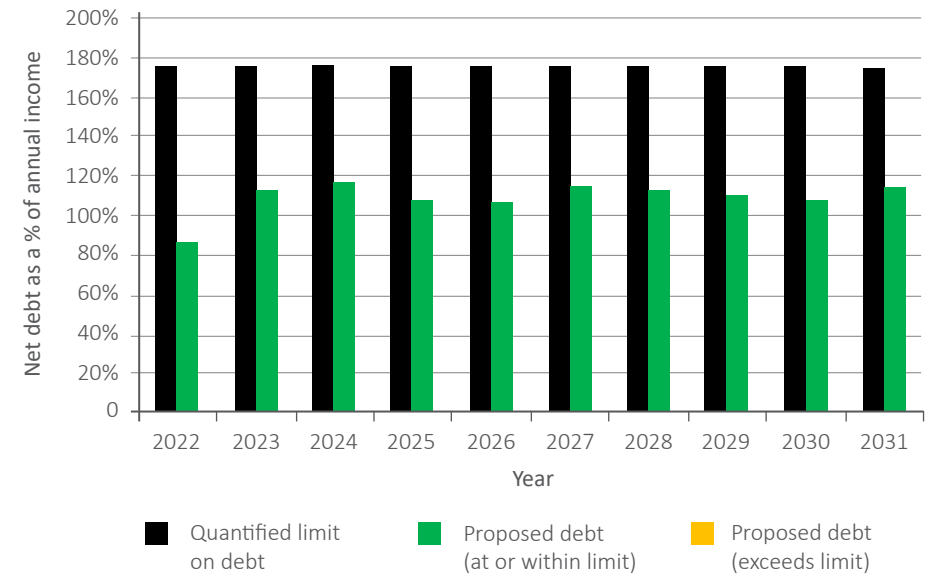


## Debt affordability benchmark

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

### Our limits for debt

The following graph compares the Council's planned debt with the quantified limit on borrowing contained in the Financial Strategy included in this Long Term Plan. The quantified limit for net debt as a percentage of annual income is capped at 175 percent as per the Local Government Funding Agency financial governance requirement.



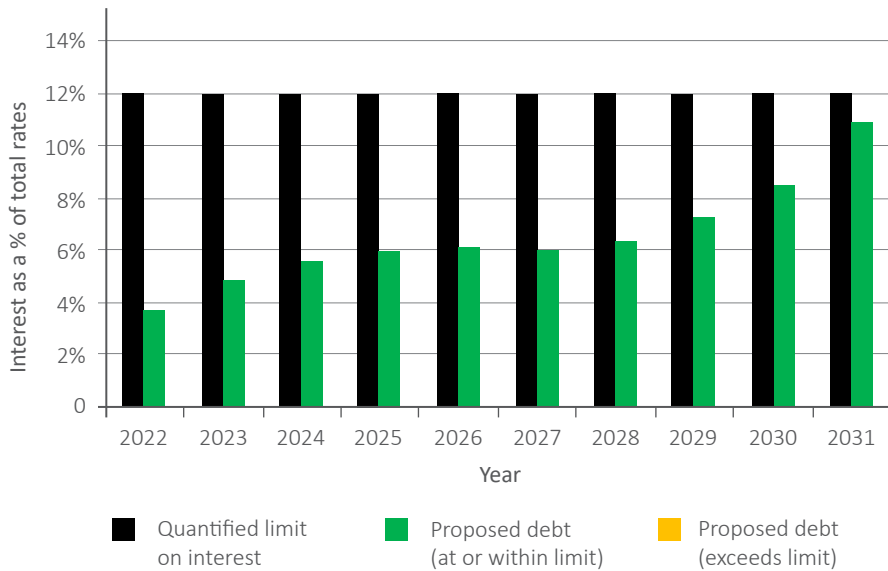




## Debt affordability benchmark continued

### Our limit on interest as a percentage of total rates income

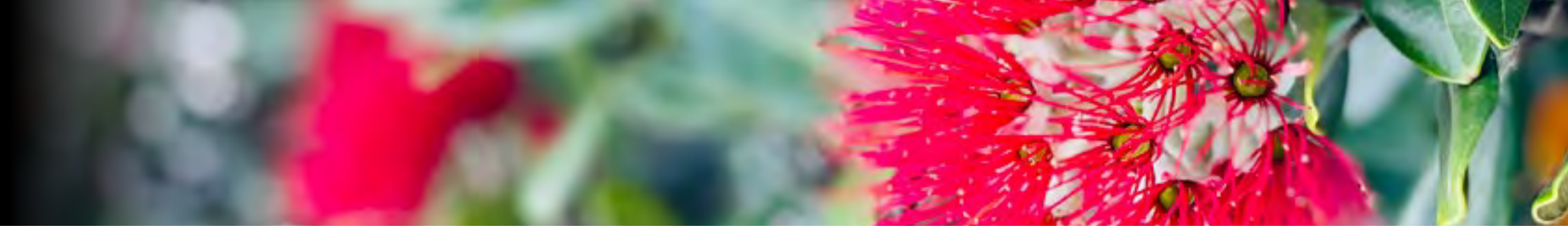
The following graph compares the Council's planned interest as a percentage of total rates income with the second quantified limit on borrowing stated in the Financial Strategy included in this Long Term Plan. The quantified limit is 12 percent of total rates.



## Balanced budget benchmark

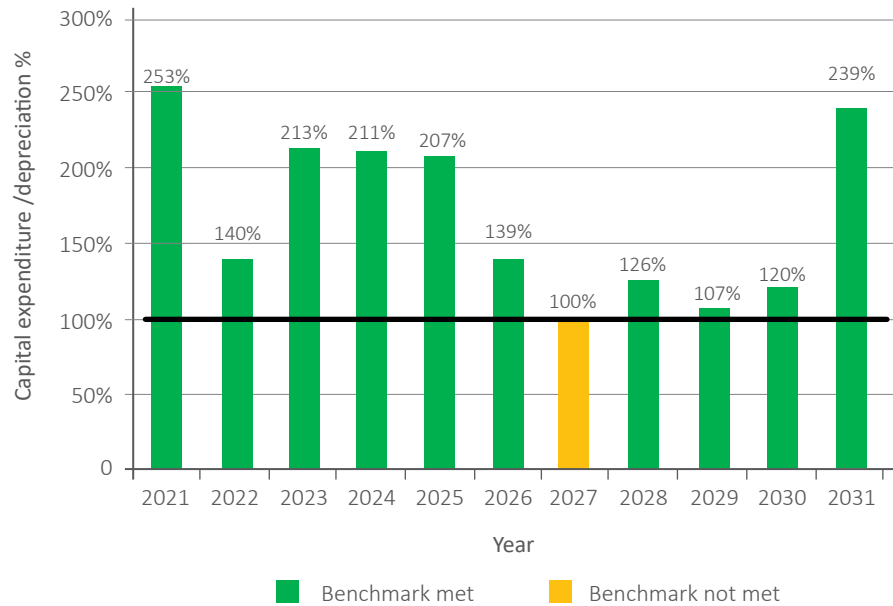
The following graph displays the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property plant and equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant and equipment). The Council meets the balanced benchmark if its planned revenue equals or is greater than its planned operating expenses.





## Essential services benchmark

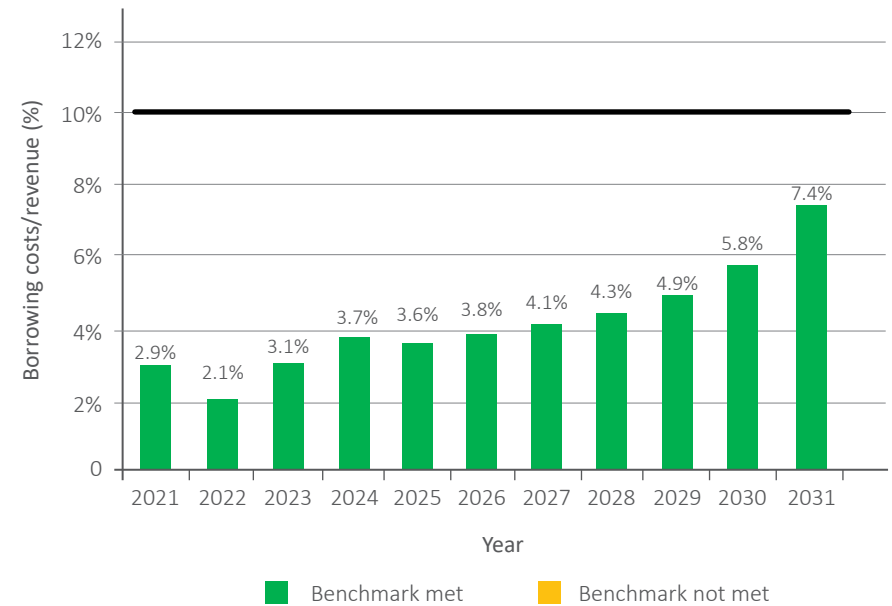
The following graph displays the Council’s planned capital expenditure on network services as a proportion of expected depreciation on network services. The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than depreciation on network services.



## Debt servicing benchmark

The following graph displays the Council’s planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property plant and equipment).

Because Statistics New Zealand projects the district’s population will grow more slowly than the national population growth rate, it meets the debt servicing benchmark if its borrowing costs equal or are less than 10 percent of its planned revenue.



# PROSPECTIVE FINANCIAL STATEMENTS

## Ngā matapae tauākī ahumoni

The following Prospective Financial Statements are provided to give an indication of our predicted financial position during the period of this Long Term Plan. We develop an Annual Plan on an annual basis to update our proposals with the latest information.

### CAUTIONARY NOTE

The information in the Prospective Financial Statements is uncertain and its preparation requires the exercise of judgement. Actual financial results are likely to vary from the information presented and the variations may be material. Events and circumstances may not occur as expected, and may or may not have been predicted or the Council may subsequently take actions that differ from the proposed course of action on which the prospective financial statements are based.

### PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

This provides information on the surplus or deficit arising throughout the Long Term Plan impacting on the past and future comprehensive revenue and expense. This aids the reader to differentiate between components of financial performance according to frequency, potential for gain and loss predictability. This statement presents a comprehensive measure of revenue.

### PROSPECTIVE STATEMENT OF FINANCIAL POSITION

Also known as net worth, equity is measured as the difference between the total value of assets and total liabilities. Accumulated equity represents the communities' investment in publicly-owned assets resulting from past surpluses.

This statement presents information about the economic resources controlled by the Council. This information is useful in assessing the Council's ability to generate cash, provide services and for assessing future borrowing needs.

### PROSPECTIVE STATEMENT OF CASH FLOWS

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments the Council invests in as part of its day-to-day cash management. It provides information about cash generation through Council activities, to repay debt or to reinvest to maintain operating capacity.

### STATEMENT OF RESERVE BALANCES

This identifies the reserve funds that we operate and the expected value of these funds including how much is in each fund at the start of the Long Term Plan period, how much we expect to come in or out of each fund during the term of the Long Term Plan, and then what the balance of each fund is expected to be at the end of the Long Term Plan term.



## Statement concerning balancing the budget

The Long Term Plan forecast is for a surplus during the first five years of the plan, and the budget is balanced in each of these initial years. This surplus includes subsidies for capital projects undertaken by Council, and is utilised to fund asset purchases and/or debt repayments. The forecast for years 6 to 10 (2027-2031) of the Long Term Plan does not quite meet the balanced budget threshold. In total across all 10 years of the Long Term Plan, Council has planned for a balanced budget.

The small deficits in the later years of the Long Term Plan is principally due to the Matatā wastewater project, which is forecast to be completed in 2026. As there is currently no rating scheme for Matatā wastewater, the proposed operating costs (from 2026 onwards) have been reserve funded. As Matatā wastewater assets will be built and commissioned later in the Long Term Plan, no renewals are planned, and no depreciation has been funded for these assets over the remaining term of the Long Term Plan. A full rates review alongside the 2024-34 Long Term Plan will provide an opportunity to consider the need for a rating scheme for Matatā wastewater to address this future deficit.

Elements of the Financial Strategy that support a balanced budget approach over the 10 years include proposals to increase debt levels, and introducing standardised rate increases for the first three years of the Long Term Plan.

In setting the budget, we have considered for the following matters:

- Maintaining levels of service
- Maintaining service capacity and integrity of assets
- Intergenerational equity
- Compliance with the Council's revenue and financing policies.

The main reasons for the surplus are grants and subsidies that are recognised as revenue in the year received, while expenditure is spread over the useful life of the asset. These grants and subsidies are largely as follows:

- Waka Kotahi NZ Transport Agency grants for roading are largely used to fund capital expenditure
- Central Government grants and subsidies that fund capital items

The Council has set the expenditure and revenue at levels it considers appropriate to meet the funding needs of the district over the next 10 years and to meet the social, cultural, environmental and economic well-being of the community.

## Prospective Statement of Comprehensive Revenue and Expense

AP 2020/21 \$000		LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2028/29 \$000	LTP 2030 \$000	LTP 2031 \$000
	<b>REVENUE</b>										
11,620	Revenue from activities	13,296	13,466	14,603	12,993	13,442	13,940	13,688	14,055	14,403	14,764
28,790	Subsidies and grants	23,584	17,069	15,656	23,842	22,174	13,778	14,015	14,417	14,918	15,420
48,144	Rates revenue ( <i>Notes 1 and 2</i> )	51,475	55,033	58,838	59,461	60,987	62,570	63,897	65,191	66,407	68,361
500	Gains on revaluation of investment property	611	658	670	682	733	747	761	775	790	805
127	Development and financial contributions	384	395	405	415	1,400	435	447	459	472	484
45	Finance revenue	45	46	47	48	49	49	50	51	52	53
<b>89,226</b>	<b>Total revenue</b>	<b>89,395</b>	<b>86,667</b>	<b>90,218</b>	<b>97,440</b>	<b>98,785</b>	<b>91,520</b>	<b>92,858</b>	<b>94,948</b>	<b>97,042</b>	<b>99,887</b>
	<b>EXPENDITURE</b>										
44,600	Other expenses	34,232	34,449	33,657	34,963	36,429	37,374	38,038	38,754	40,517	41,471
21,050	Personnel costs	22,268	22,509	22,708	23,052	23,425	23,874	24,332	24,800	25,278	25,764
16,594	Depreciation and amortisation ( <i>Note 3</i> )	19,381	20,154	21,678	23,445	24,457	26,214	27,143	28,095	27,953	28,798
2,599	Finance costs	1,847	2,606	3,228	3,466	3,679	3,697	3,968	4,629	5,540	7,335
<b>84,843</b>	<b>Total expenditure</b>	<b>77,728</b>	<b>79,717</b>	<b>81,270</b>	<b>84,926</b>	<b>87,990</b>	<b>91,158</b>	<b>93,482</b>	<b>96,278</b>	<b>99,288</b>	<b>103,368</b>
-	Share of joint venture surplus / (deficit)	(258)	(279)	(275)	(265)	(271)	(291)	(295)	(305)	(324)	(324)
<b>4,383</b>	<b>Net surplus (deficit)</b>	<b>11,409</b>	<b>6,671</b>	<b>8,673</b>	<b>12,249</b>	<b>10,523</b>	<b>71</b>	<b>(919)</b>	<b>(1,635)</b>	<b>(2,570)</b>	<b>(3,805)</b>
	<b>OTHER COMPREHENSIVE REVENUE AND EXPENSE</b>										
20,000	Gains on asset revaluation	18,071	10,455	13,377	20,871	11,367	15,263	23,416	12,636	17,149	26,330
<b>24,383</b>	<b>Total comprehensive revenue and expenditure for the year</b>	<b>29,480</b>	<b>17,126</b>	<b>22,050</b>	<b>33,120</b>	<b>21,890</b>	<b>15,334</b>	<b>22,497</b>	<b>11,001</b>	<b>14,579</b>	<b>22,525</b>

# Notes to the Prospective Statement of Comprehensive Revenue and Expense

AP 2020/21 \$000		LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
<b>NOTE 1 : GENERAL RATES BY ACTIVITY</b>											
2,923	Leadership	3,150	3,230	3,175	3,244	3,319	3,307	3,416	3,488	3,457	3,611
4,242	Strategy and Futures	4,851	5,065	5,202	5,193	5,078	5,459	5,373	5,285	5,364	5,418
(31)	Roads and Footpaths	(31)	(31)	(32)	(33)	(34)	(35)	(35)	(36)	(37)	(38)
-	Water Supply	-	-	-	-	-	-	-	-	-	-
438	Sewage Treatment and Disposal	417	442	471	539	623	680	681	683	336	337
322	Stormwater Drainage	324	322	320	316	316	316	317	317	318	319
1,847	Waste Management and Minimisation	1,629	1,676	1,701	1,745	1,762	1,773	1,811	1,841	1,870	1,921
3,666	Community Safety	3,922	4,033	4,019	4,039	4,077	4,228	4,238	4,350	4,451	4,560
10,867	Community Experience	11,703	12,033	12,186	12,305	12,610	12,872	13,276	13,260	13,490	13,719
212	Corporate and District Activities	(1,339)	(149)	1,710	618	691	671	615	582	408	403
<b>24,486</b>	<b>Total general rates</b>	<b>24,626</b>	<b>26,622</b>	<b>28,751</b>	<b>27,966</b>	<b>28,443</b>	<b>29,273</b>	<b>29,692</b>	<b>29,770</b>	<b>29,657</b>	<b>30,250</b>
800	Plus rates penalties	800	816	832	848	863	879	894	909	925	939
<b>(560)</b>	<b>Less rates remissions</b>	<b>(550)</b>	<b>(560)</b>	<b>(570)</b>	<b>(580)</b>	<b>(591)</b>	<b>(602)</b>	<b>(614)</b>	<b>(626)</b>	<b>(637)</b>	<b>(650)</b>
<b>24,726</b>	<b>General rates Levied</b>	<b>24,876</b>	<b>26,878</b>	<b>29,014</b>	<b>28,234</b>	<b>28,715</b>	<b>29,549</b>	<b>29,972</b>	<b>30,054</b>	<b>29,944</b>	<b>30,539</b>

<b>NOTE 2: TARGETED RATES BY ACTIVITY</b>											
272	Leadership	369	376	383	389	397	405	411	419	428	435
887	Strategy and Futures	972	991	1,065	1,083	1,105	1,130	1,143	1,164	1,187	1,208
5,857	Roads and Footpaths	5,985	6,492	6,695	6,875	7,119	7,330	7,579	7,856	8,159	8,439
5,352	Water Supply	7,065	7,549	8,261	8,870	9,157	9,276	9,490	10,000	10,341	10,645
4,510	Sewage Treatment and Disposal	5,101	5,306	5,457	5,603	5,816	5,981	6,184	6,455	6,797	7,223
3,118	Stormwater Drainage	3,822	3,959	4,213	4,452	4,585	4,736	4,820	4,803	4,957	5,133
2,599	Waste Management and Minimisation	3,287	3,483	3,751	3,956	4,093	4,163	4,297	4,441	4,595	4,738
-	Community Safety	-	-	-	-	-	-	-	-	-	-
-	Community Experience	-	-	-	-	-	-	-	-	-	-
824	Corporate and District Activities	-	-	-	-	-	-	-	-	-	-
<b>23,419</b>	<b>Total targeted rates</b>	<b>26,599</b>	<b>28,155</b>	<b>29,824</b>	<b>31,227</b>	<b>32,273</b>	<b>33,021</b>	<b>33,925</b>	<b>35,137</b>	<b>36,463</b>	<b>37,821</b>

## Notes to the Prospective Statement of Comprehensive Revenue and Expense - continued

AP 2020/21 \$000		LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000
<b>NOTE 3: DEPRECIATION AND AMORTISATION</b>											
12	Leadership and Community	15	16	16	16	25	25	26	26	27	27
155	Strategy and Futures	105	107	110	112	114	116	118	120	122	124
5,642	Roads and Footpaths	8,570	8,893	9,286	9,589	9,996	10,286	10,584	10,891	11,207	11,532
2,454	Water Supply	2,441	2,554	2,776	2,965	3,305	3,504	3,616	3,944	4,078	4,226
1,691	Sewage Treatment and Disposal	1,818	1,907	1,959	2,023	2,081	2,850	2,941	3,038	3,141	3,321
1,246	Stormwater Drainage	1,493	1,548	1,591	1,813	1,880	1,991	2,068	2,141	2,271	2,341
78	Waste Management and Minimisation	52	53	54	56	63	64	65	66	67	68
9	Community Safety	10	10	10	10	10	10	11	11	11	11
3,544	Community Experience	3,627	3,730	4,347	4,419	4,491	4,820	5,103	5,190	5,286	5,358
1,741	Corporate and District Activities	1,250	1,335	1,529	2,443	2,492	2,547	2,612	2,669	1,743	1,790
21	Council Controlled Activities	-	-	-	-	-	-	-	-	-	-
<b>16,593</b>	<b>Total depreciation and amortisation</b>	<b>19,381</b>	<b>20,154</b>	<b>21,678</b>	<b>23,445</b>	<b>24,457</b>	<b>26,214</b>	<b>27,143</b>	<b>28,095</b>	<b>27,953</b>	<b>28,798</b>

## Prospective Statement of Changes in Net Assets and Equity

AP 2020/21 \$000		LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000
471,879	Accumulated funds at the start of the year	447,053	458,463	465,134	473,806	486,056	496,579	496,650	495,731	494,095	491,525
4,383	Net surplus for the year	11,409	6,671	8,673	12,249	10,523	71	(919)	(1,635)	(2,570)	(3,805)
476,262	Accumulated funds at the end of the year	458,462	465,134	473,807	486,055	496,579	496,650	495,731	494,096	491,524	487,720
205,958	Asset revaluation reserve at the start of the year	207,837	225,908	236,363	249,740	270,611	281,978	297,241	320,657	333,293	350,442
20,000	Revaluation of assets	18,071	10,455	13,377	20,871	11,367	15,263	23,416	12,636	17,149	26,330
<b>225,958</b>	<b>Asset revaluation reserve at the end of the year</b>	<b>225,908</b>	<b>236,363</b>	<b>249,740</b>	<b>270,611</b>	<b>281,978</b>	<b>297,241</b>	<b>320,657</b>	<b>333,293</b>	<b>350,442</b>	<b>376,772</b>
<b>702,220</b>	<b>Equity at the end of the year</b>	<b>684,370</b>	<b>701,497</b>	<b>723,547</b>	<b>756,666</b>	<b>778,557</b>	<b>793,891</b>	<b>816,388</b>	<b>827,389</b>	<b>841,966</b>	<b>864,492</b>

# Prospective Statement of Financial Position

AP 2020/21 \$000		LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000
	<b>PUBLIC EQUITY</b>										
461,505	Retained earnings	446,003	453,412	462,396	476,986	487,504	488,295	487,421	485,837	483,960	480,159
14,758	Restricted equity	12,460	11,723	11,410	9,071	9,076	8,355	8,310	8,257	7,565	7,561
225,958	Asset revaluation reserves	225,908	236,363	249,740	270,611	281,978	297,241	320,657	333,293	350,442	376,772
<b>702,221</b>	<b>Total Public Equity</b>	<b>684,371</b>	<b>701,497</b>	<b>723,546</b>	<b>756,667</b>	<b>778,557</b>	<b>793,891</b>	<b>816,388</b>	<b>827,388</b>	<b>841,967</b>	<b>864,492</b>
	<b>CURRENT ASSETS</b>										
5,198	Cash and cash equivalents	4,096	481	603	100	254	61	351	269	334	72
283	Other current assets	263	268	273	277	283	288	294	299	305	311
16,882	Trade and other receivables	18,265	17,674	18,156	19,791	20,035	18,544	18,929	19,345	19,760	20,326
3,908	Assets held for sale	3,057	5,282	7,807	8,526	9,026	-	-	-	-	-
<b>26,271</b>	<b>Total current assets</b>	<b>25,681</b>	<b>23,704</b>	<b>26,838</b>	<b>28,694</b>	<b>29,598</b>	<b>18,893</b>	<b>19,574</b>	<b>19,913</b>	<b>20,399</b>	<b>20,709</b>
	<b>NON CURRENT ASSETS</b>										
38,748	Investment property	36,720	37,435	38,272	39,093	39,906	40,774	41,647	42,528	43,436	44,419
725,342	Property, plant and equipment	712,012	750,344	781,255	819,900	841,799	854,475	878,876	890,063	907,849	961,249
16,346	Work in progress	9,748	11,842	15,878	16,383	18,538	23,205	22,663	23,188	22,654	22,429
7,031	Other non current assets	13,206	16,690	18,415	17,538	16,825	16,571	16,314	16,037	15,785	16,190
<b>787,467</b>	<b>Total non current assets</b>	<b>771,711</b>	<b>816,322</b>	<b>853,873</b>	<b>892,943</b>	<b>917,085</b>	<b>935,060</b>	<b>959,525</b>	<b>971,842</b>	<b>989,754</b>	<b>1,044,336</b>
<b>813,738</b>	<b>Total assets</b>	<b>797,393</b>	<b>840,027</b>	<b>880,711</b>	<b>921,637</b>	<b>946,683</b>	<b>953,953</b>	<b>979,098</b>	<b>991,755</b>	<b>1,010,153</b>	<b>1,065,045</b>
	<b>CURRENT LIABILITIES</b>										
10,318	Trade and other payables	25,369	29,954	29,521	31,913	31,523	20,523	21,301	21,277	22,182	29,437
2,795	Employee benefit liabilities	2,576	2,622	2,670	2,718	2,769	2,822	2,875	2,930	2,986	3,043
5,000	Borrowings	9,000	10,000	11,000	11,000	9,000	15,000	25,000	27,000	15,300	20,000
<b>18,113</b>	<b>Total current liabilities</b>	<b>36,945</b>	<b>42,577</b>	<b>43,191</b>	<b>45,630</b>	<b>43,293</b>	<b>38,345</b>	<b>49,177</b>	<b>51,207</b>	<b>40,467</b>	<b>52,479</b>
	<b>NON CURRENT LIABILITIES</b>										
596	Provisions	848	863	879	895	912	929	947	965	983	1,002
85,215	Borrowings	68,000	87,000	103,000	107,300	111,600	107,100	98,600	97,700	112,300	132,460
7,591	Other non current liabilities	7,228	8,090	10,095	11,145	12,321	13,688	13,987	14,495	14,436	14,612
<b>93,402</b>	<b>Total non current liabilities</b>	<b>76,076</b>	<b>95,953</b>	<b>113,974</b>	<b>119,340</b>	<b>124,833</b>	<b>121,717</b>	<b>113,534</b>	<b>113,160</b>	<b>127,718</b>	<b>148,074</b>
<b>111,515</b>	<b>Total liabilities</b>	<b>113,021</b>	<b>138,529</b>	<b>157,165</b>	<b>164,970</b>	<b>168,125</b>	<b>160,062</b>	<b>162,710</b>	<b>164,367</b>	<b>168,186</b>	<b>200,553</b>
<b>702,223</b>	<b>Net assets</b>	<b>684,371</b>	<b>701,497</b>	<b>723,546</b>	<b>756,667</b>	<b>778,557</b>	<b>793,891</b>	<b>816,387</b>	<b>827,388</b>	<b>841,967</b>	<b>864,492</b>



## Notes to the Prospective Statement of Financial Position

AP 2020/21 \$000		LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000
	<b>NET INVESTMENT IN COUNCIL CONTROLLED ORGANISATIONS</b>										
	Whakatāne Airport	5,881	5,602	5,327	5,062	4,791	4,500	4,205	3,900	3,576	3,252
1,494	Local Government Funding Agency	1,172	1,660	2,085	2,193	2,250	2,288	2,325	2,353	2,425	3,154
<b>1,494</b>	<b>Net Investment</b>	<b>7,053</b>	<b>7,262</b>	<b>7,412</b>	<b>7,254</b>	<b>7,041</b>	<b>6,787</b>	<b>6,530</b>	<b>6,253</b>	<b>6,001</b>	<b>6,406</b>

## Prospective Statement of Cashflows

AP 2020/21 \$000		LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000
	<b>CASH FLOW FROM OPERATING ACTIVITIES</b>										
	<i>Cash will be provided from:</i>										
60,218	Rates and service charges	51,475	55,032	58,836	59,458	60,983	62,565	63,891	65,184	66,399	68,352
127	Development contributions	368	379	388	397	1,018	835	428	439	451	463
6	Sundry revenue	5	8	8	8	9	9	9	9	9	9
11,620	User fees	13,292	13,280	13,286	12,644	13,383	12,922	13,693	14,061	14,409	14,771
25,575	Subsidies and grants	23,584	17,069	15,656	23,842	22,174	13,778	14,015	14,417	14,918	15,420
45	Interest received - external	45	46	47	48	49	49	50	51	52	53
-	Regional council rates	12,000	12,001	12,002	12,003	12,004	12,005	12,006	12,007	12,008	12,009
<b>97,591</b>	<b>Total operating cash provided</b>	<b>100,770</b>	<b>97,815</b>	<b>100,223</b>	<b>108,400</b>	<b>109,620</b>	<b>102,164</b>	<b>104,092</b>	<b>106,168</b>	<b>108,247</b>	<b>111,077</b>
	<i>Cash will be applied to :</i>										
(64,750)	Suppliers and employees	(56,816)	(57,277)	(56,711)	(58,364)	(60,208)	(61,604)	(62,253)	(63,634)	(65,296)	(66,960)
(2,599)	Interest on public debt	(1,847)	(2,606)	(3,228)	(3,466)	(3,679)	(3,697)	(3,968)	(4,629)	(5,540)	(7,335)
(12,074)	Regional Council rates	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
<b>(79,423)</b>	<b>Total operating cash applied</b>	<b>(70,663)</b>	<b>(71,883)</b>	<b>(71,938)</b>	<b>(73,830)</b>	<b>(75,886)</b>	<b>(77,301)</b>	<b>(78,221)</b>	<b>(80,263)</b>	<b>(82,835)</b>	<b>(86,296)</b>
<b>18,168</b>	<b>Net cashflows from operating activities</b>	<b>30,107</b>	<b>25,932</b>	<b>28,284</b>	<b>34,570</b>	<b>33,733</b>	<b>24,863</b>	<b>25,871</b>	<b>25,905</b>	<b>25,411</b>	<b>24,781</b>

## Prospective Statement of Cashflows - continued.

AP 2020/21 \$000		LTP 2021/22 \$000	LTP 2022/23 \$000	LTP 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>											
<i>Cash will be provided from:</i>											
-	Proceeds from sale of property, plant and equipment	2,057	-	2,225	2,525	719	-	-	-	-	-
-	Total investing cash provided	2,057	-	2,225	2,525	719	-	-	-	-	-
<i>Cash will be spent on:</i>											
(33,264)	Purchase of property, plant and equipment	(27,185)	(44,054)	(42,258)	(42,235)	(37,044)	(26,970)	(27,510)	(27,530)	(28,622)	(49,571)
(160)	Purchase of investments	(333)	(6,324)	(5,968)	(511)	(409)	(450)	(444)	(438)	(514)	(1,231)
<b>(33,424)</b>	<b>Total investing cash applied</b>	<b>(27,518)</b>	<b>(50,378)</b>	<b>(48,225)</b>	<b>(42,746)</b>	<b>(37,453)</b>	<b>(27,420)</b>	<b>(27,955)</b>	<b>(27,968)</b>	<b>(29,137)</b>	<b>(50,802)</b>
<b>(33,424)</b>	<b>Net cashflows from investing activities</b>	<b>(25,461)</b>	<b>(50,378)</b>	<b>(46,000)</b>	<b>(40,221)</b>	<b>(36,734)</b>	<b>(27,420)</b>	<b>(27,955)</b>	<b>(27,968)</b>	<b>(29,137)</b>	<b>(50,802)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>											
<i>Cash will be provided from:</i>											
23,000	Loans raised	5,822	29,830	27,839	16,147	14,156	11,364	17,373	26,981	30,790	41,059
23,000	Total financing cash provided	5,822	29,830	27,839	16,147	14,156	11,364	17,373	26,981	30,790	41,059
<i>Cash will be spent on:</i>											
(8,000)	Repayment of public debt	(5,000)	(9,000)	(10,000)	(11,000)	(11,000)	(9,000)	(15,000)	(25,000)	(27,000)	(15,300)
<b>(8,000)</b>	<b>Total financing cash applied</b>	<b>(5,000)</b>	<b>(9,000)</b>	<b>(10,000)</b>	<b>(11,000)</b>	<b>(11,000)</b>	<b>(9,000)</b>	<b>(15,000)</b>	<b>(25,000)</b>	<b>(27,000)</b>	<b>(15,300)</b>
<b>15,000</b>	<b>Net cashflows from financing activities</b>	<b>822</b>	<b>20,830</b>	<b>17,839</b>	<b>5,147</b>	<b>3,156</b>	<b>2,364</b>	<b>2,373</b>	<b>1,981</b>	<b>3,790</b>	<b>25,759</b>
(256)	Net increase (decrease) in cash held	5,468	(3,616)	123	(503)	154	(193)	289	(81)	65	(262)
5,454	Plus opening cash balance	(1,372)	4,096	481	603	100	254	61	351	269	334
<b>5,198</b>	<b>Closing cash position</b>	<b>4,096</b>	<b>481</b>	<b>603</b>	<b>100</b>	<b>254</b>	<b>61</b>	<b>351</b>	<b>269</b>	<b>334</b>	<b>72</b>

# STATEMENT OF RESERVE BALANCES

SEPARATE OPERATING RESERVES	ACTIVITY	PURPOSE
General Rates and Revenues	General Council	For general rate funded surpluses or deficits
Roading Rate	Roads and Footpaths	For roading rate funded surpluses or deficits
Refuse Collection Rate	Solid Waste	For refuse rate funded surpluses or deficits
Waste Minimisation	Solid Waste	To fund waste minimisation
Equalised Wastewater	Sewage Treatment and Disposal	For wastewater rate funded surpluses or deficits
Matatā Wastewater	Sewage Treatment and Disposal	For wastewater rate funded surpluses or deficits
Murupara Wastewater	Sewage Treatment and Disposal	For wastewater rate funded surpluses or deficits
Equalised Water	Water	For water rate funded surpluses or deficits
Murupara Water	Water	For water rate funded surpluses or deficits
Plains Water	Water	For water rate funded surpluses or deficits
Dog Control	Animal Control	For animal control operating surpluses or deficits
Parking Enforcement	Parking	For parking enforcement operating surpluses or deficits
Pensioner Housing	Pensioner Housing	For pensioner housing operating surpluses or deficits
Airport Whakatāne	Whakatāne Airport	For Whakatāne Airport operating surpluses or deficits
Fixed Assets		
Disaster Mitigation	Stormwater	For disaster mitigation surpluses or deficits
Whakatāne Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Ōhope Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Edgecumbe Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Matatā Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Murupara Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Tāneatua Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Te Teko Stormwater	Stormwater	For stormwater rate funded surpluses or deficits
Te Mahoe Stormwater	Stormwater	For stormwater rate funded surpluses or deficits

OTHER RESERVES	ACTIVITY	PURPOSE
District Growth	District Growth	For district growth rate funded surpluses or deficits
Car Parks Development	Parking	For the development of car parks in the district
Museum Collections	Exhibitions, Research, Storage and Archives	For the purchase of assets for the Museum Collection
Galatea Reserve Development	General Council	For amenities within the Galatea and Murupara areas
Disabled Facilities	Pensioner Housing	For the improvement of disabled facilities throughout the district
Capital Contributions - Roading	Roads and Footpaths	Financial contributions for roading capital projects
Roading Storm Damage Reserve	Roads and Footpaths	To fund costs associated with storm damage to the Councils roading network
Te Mahoe Water - special	Water	For the purchase of capital expenditure for the Te Mahoe water scheme
Disaster/LAPP Insurance Reserve	Corporate and District	To fund costs associated with disaster in the district
Asset Divestment	General Council	Surplus funds from the divestment of Council assets
Sale of Bennett Block	General Council	Surplus funds from the divestment of Council assets
Leaky Homes Reserve	Building	To fund weather tight claims
Whakatāne/Ōhope Community Board	Leadership	Separately collected rates for community projects
Rangitāiki Community Board	Leadership	Separately collected rates for community projects
Tāneatua Community Board	Leadership	Separately collected rates for community projects
Murupara Community Board	Leadership	Separately collected rates for community projects
Iwi Liaison Comm	Governance	Separately collected rates for community projects
Digitisation	Corporate and District	To fund the digitisation project
Edgecumbe Flood		
Whakatāne Holiday Park	Whakatāne Holiday Park	To fund the Whakatāne Holiday Park
Whakaari 2019 Eruption	Community Safety	Deficit relating to the Whakaari 2019 eruption
Parks and Reserves Financial Contributions	Parks and Gardens and Sportfields	To fund growth-related capital expenditure
DEPRECIATION RESERVES	ACTIVITY	PURPOSE
Whakatāne Water	Whakatāne Water	To fund the renewal of water assets
Ōhope Water	Ōhope Water	To fund the renewal of water assets
Edgecumbe Water	Edgecumbe Water	To fund the renewal of water assets
Matatā Water	Matatā Water	To fund the renewal of water assets
Tāneatua Water	Tāneatua Water	To fund the renewal of water assets
Murupara Water	Murupara Water	To fund the renewal of water assets
Rūātoki Water	Rūātoki Water	To fund the renewal of water assets
Waimana Water	Waimana Water	To fund the renewal of water assets
Plains Water	Plains Water	To fund the renewal of water assets
Te Mahoe Water	Te Mahoe Water	To fund the renewal of water assets

Whakatāne Wastewater	Whakatāne Wastewater	To fund the renewal of wastewater assets
Ōhope Wastewater	Ōhope Wastewater	To fund the renewal of wastewater assets
Edgecumbe Wastewater	Edgecumbe Wastewater	To fund the renewal of wastewater assets
Tāneatua Wastewater	Tāneatua Wastewater	To fund the renewal of wastewater assets
Te Mahoe Wastewater	Te Mahoe Wastewater	To fund the renewal of wastewater assets
Murupara Wastewater	Murupara Wastewater	To fund the renewal of wastewater assets
Matatā Wastewater	Matatā Wastewater	To fund the renewal of wastewater assets
Whakatāne Land Drainage	Whakatāne Land Drainage	To fund the renewal of stormwater assets
Ōhope Land Drainage	Ōhope Land Drainage	To fund the renewal of stormwater assets
Edgecumbe Land Drainage	Edgecumbe Land Drainage	To fund the renewal of stormwater assets
Matatā Land Drainage	Matatā Land Drainage	To fund the renewal of stormwater assets
Tāneatua Land Drainage	Tāneatua Land Drainage	To fund the renewal of stormwater assets
Te Mahoe Land Drainage	Te Mahoe Land Drainage	To fund the renewal of stormwater assets
Murupara Land Drainage	Murupara Land Drainage	To fund the renewal of stormwater assets
Te Teko Land Drainage	Te Teko Land Drainage	To fund the renewal of stormwater assets
Refuse Disposal	Waste	To fund the renewal of refuse disposal assets
Libraries	Libraries	To fund the renewal of library assets
Museum	Exhibitions, Research, Storage and Archives	To fund the renewal of museum assets
Parks, Reserves, Recreation and Sports Fields	Parks, Reserves, Recreation and Sports Fields	To fund the renewal of parks and gardens and sports fields assets
Cemeteries and Crematoria	Cemeteries and Crematorium	To fund the renewal of cemeteries and crematorium assets
Recreation	Recreation	To fund the renewal of recreation assets
Swimming Pools	Aquatic Centres	To fund the renewal of Aquatic Centre assets
Halls	Halls	To fund the renewal of halls assets
Dog Control	Animal Control	To fund the renewal of dog control assets
Public Conveniences	Public Conveniences	To fund the renewal of public conveniences assets
Pensioner Housing	Pensioner Housing	To fund the renewal of pensioner housing assets
Strategic and Investment Property	Commercial Property	To fund the renewal of commercial property assets
Vehicle and Plant Reserve	Vehicle and Plant	To fund the renewal of vehicle and plant
Corporate Property	Corporate and District Activities	To fund the renewal of corporate property assets
Information Management	Corporate and District Activities	To fund the renewal of information management assets
Port	Ports and Harbour	To fund the renewal of ports and harbour assets
Roading - assisted / non-assisted / special and safety	Roads and Footpaths	To fund the renewal of roading assets
Airport - Whakatāne 50%	Whakatāne Airport	To fund the renewal of Whakatāne Airport assets
Whakatāne Holiday Park	Whakatāne Holiday Park	To fund the renewal of Whakatāne Holiday Park assets

RESTRICTED RESERVES	ACTIVITY	PURPOSE
Development Contributions - Whakatāne Water	Water	To fund growth-related capital expenditure
Development Contributions - Ōhope Water	Water	To fund growth-related capital expenditure
Development Contributions - Edgecumbe Water	Water	To fund growth-related capital expenditure
Development Contributions - Matatā Water	Water	To fund growth-related capital expenditure
Development Contributions - Plains Water	Water	To fund growth-related capital expenditure
Development Contributions - Whakatāne Wastewater	Wastewater	To fund growth-related capital expenditure
Development Contributions - Coastlands Wastewater	Wastewater	To fund growth-related capital expenditure
Development Contributions - Ōhope Wastewater	Wastewater	To fund growth-related capital expenditure
Development Contributions - Edgecumbe Wastewater	Wastewater	To fund growth-related capital expenditure
Development Contributions - Community Infrastructure	Arts and Culture, Recreation and Community Facilities	To fund growth-related community infrastructure capital expenditure
Development Contributions - Parks, Gardens and Reserves	Parks, Reserves, Recreation and Sportsfields	To fund growth-related parks, gardens and reserves capital expenditure
Development Contributions - Rural Reserves	Parks, Reserves, Recreation and Sports Fields	To fund growth-related capital expenditure
Development Contributions - Solid Waste	Waste	To fund growth-related solid waste capital expenditure
Development Contributions - Roothing	Roads and Footpaths	To fund growth-related roading capital expenditure
Development Contributions - Non Fin Assisted Roothing	Roads and Footpaths	To fund growth-related capital expenditure
Development Contributions - Whakatāne Land Drain	Stormwater	To fund growth-related capital expenditure
Development Contributions - Ōhope Land Drain	Stormwater	To fund growth-related capital expenditure
Development Contributions - Whakatāne Carports	Roads and Footpaths	To fund growth-related capital expenditure
Ōtarawairere Disaster Mitigation	Stormwater	To fund growth-related capital expenditure at Ōtarawairere
Development Contributions - Port	Ports and Harbour	To fund growth-related capital expenditure
Subdivision Contributions - Whakatāne	General Council	To fund capital expenditure in the Whakatāne ward
Subdivision Contributions - Ōhope	General Council	To fund capital expenditure in the Ōhope ward
Subdivision Contributions - Edgecumbe	General Council	To fund capital expenditure in the Edgecumbe ward
Subdivision Contributions - Matatā	General Council	To fund capital expenditure in the Matatā ward
Subdivision Contributions - Murupara	General Council	To fund capital expenditure in the Murupara ward
Subdivision Contributions - Rural	General Council	To fund capital expenditure in the Rural ward
Harbour Capital Fund	Ports and Harbour	For Ports and Harbour operating surpluses or deficits
Harbour Land Sales	Ports and Harbour	Funds set aside from the sale of harbour assets

# RESERVES \$000'S

Note: ( ) depicts an overdrawn reserve account balance

Reserve Account	2022 OPENING BALANCE	2022 TRANSFERS IN	2022 TRANSFERS OUT	2022 CLOSING BALANCE	2023 TRANSFERS IN	2023 TRANSFERS OUT	2023 CLOSING BALANCE	2024 TRANSFERS IN	2024 TRANSFERS OUT	2024 CLOSING BALANCE	2025 TRANSFERS IN	2025 TRANSFERS OUT	2025 CLOSING BALANCE	2026 TRANSFERS IN
<b>SEPARATE OPERATING RESERVES</b>														
General Rates and Revenues	(145)	405	(1,588)	(1,328)	352	(421)	(1,398)	1,542	(363)	(219)	341	(346)	(225)	348
Roading Rate	1,552	42	(275)	1,319	37	(103)	1,252	34	(106)	1,180	31	(109)	1,101	28
Refuse Collection Rate	82	2	-	85	2	-	87	2	-	90	2	-	92	2
Waste Minimisation	262	139	(67)	334	143	(68)	409	148	(69)	488	152	(70)	570	156
Equalised Wastewater	(536)	-	(16)	(552)	-	(16)	(569)	-	(16)	(585)	-	(16)	(601)	-
Matatā Wastewater	(318)	-	(77)	(396)	-	(82)	(478)	-	(86)	(563)	-	(532)	(1,095)	-
Murupara Wastewater	(68)	-	(2)	(70)	-	(2)	(72)	-	(2)	(74)	-	(2)	(76)	-
Equalised Water	828	23	(100)	751	20	(104)	667	17	(106)	578	16	-	594	16
Murupara Water	76	2	-	79	2	-	81	2	(13)	70	2	-	71	2
Plains Water	(283)	-	(8)	(291)	-	(8)	(299)	-	(8)	(308)	-	(8)	(316)	-
Dog Control	(1)	-	(8)	(9)	-	(11)	(19)	-	2	(18)	-	13	(5)	-
Parking Enforcement	(13)	11	(24)	(26)	-	(5)	(32)	3	(39)	(67)	16	(2)	(52)	26
Pensioner Housing	447	13	-	460	13	-	473	13	-	486	2	(829)	(341)	-
Airport Whakatāne	(1,045)	672	(772)	(1,144)	560	(629)	(1,213)	594	(586)	(1,205)	532	(627)	(1,301)	544
Fixed Assets	1,768	53	-	1,821	53	-	1,873	52	-	1,926	52	-	1,978	53
Disaster Mitigation	21	7	(6)	21	7	(6)	22	7	(6)	23	6	(6)	23	7
Whakatāne Stormwater	247	7	-	254	7	-	262	7	-	269	7	-	276	7
Ōhope Stormwater	194	6	-	200	6	-	206	6	-	212	6	-	217	6
Edgecumbe Stormwater	(4)	-	-	(5)	-	-	(5)	-	-	(5)	-	-	(5)	-
Matatā Stormwater	1	-	-	2	-	-	2	-	-	2	-	-	2	-
Murupara Stormwater	2	-	-	2	-	-	2	-	-	2	-	-	2	-
Tāneatua Stormwater	8	-	-	8	-	-	8	-	-	8	-	-	8	-
Te Teko Stormwater	1	-	-	1	-	-	1	-	-	1	-	-	1	-
Te Mahoe Stormwater	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-
District Growth	75	2	-	77	2	-	79	2	-	81	2	-	83	2
<b>Total Separate Operating Reserves</b>	<b>3,149</b>	<b>1,385</b>	<b>(2,944)</b>	<b>1,591</b>	<b>1,205</b>	<b>(1,456)</b>	<b>1,340</b>	<b>2,430</b>	<b>(1,399)</b>	<b>2,370</b>	<b>1,168</b>	<b>(2,535)</b>	<b>1,003</b>	<b>1,199</b>

2026	2026	2027	2027	2027	2028	2028	2028	2029	2029	2029	2030	2030	2030	2031	2031	2031
TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE
(354)	(231)	370	(376)	(237)	376	(382)	(243)	386	(392)	(250)	407	(414)	(257)	408	(416)	(265)
(112)	1,017	26	(116)	927	24	(119)	831	21	(123)	730	19	(126)	623	16	(130)	510
-	95	3	-	97	3	-	100	3	-	103	3	-	106	3	-	109
(72)	655	162	(73)	743	167	(74)	835	172	(76)	931	178	(77)	1,032	184	(79)	1,137
(16)	(618)	-	(17)	(635)	-	(18)	(653)	-	(19)	(671)	-	(20)	(691)	-	(20)	(711)
(560)	(1,655)	-	(591)	(2,246)	-	(625)	(2,870)	-	(662)	(3,532)	-	(703)	(4,235)	-	(743)	(4,978)
(2)	(78)	-	(2)	(80)	-	(2)	(82)	-	(2)	(84)	-	(2)	(87)	-	(3)	(89)
-	610	17	-	627	17	-	644	18	-	662	19	-	681	20	-	700
-	73	2	-	75	2	(17)	60	2	-	62	2	-	63	2	-	65
(8)	(325)	-	(9)	(333)	-	(9)	(343)	-	(10)	(352)	-	(10)	(362)	-	(11)	(373)
24	20	1	22	43	2	27	71	3	45	119	4	41	164	6	52	222
(1)	(27)	36	(41)	(33)	44	-	11	59	-	70	73	(44)	98	87	-	185
(9)	(350)	-	(9)	(359)	-	(10)	(369)	-	(10)	(380)	-	(11)	(390)	-	(11)	(402)
(632)	(1,389)	584	(667)	(1,472)	592	(648)	(1,527)	608	(676)	(1,595)	646	(754)	(1,703)	646	(796)	(1,853)
-	2,031	55	-	2,086	57	-	2,143	60	-	2,202	63	-	2,266	66	-	2,331
(6)	24	7	(6)	24	7	(6)	25	7	(7)	26	8	(7)	26	8	(7)	27
-	284	8	-	291	8	-	299	8	-	308	9	-	317	9	-	326
-	223	6	-	229	6	-	235	7	-	242	7	-	249	7	-	256
-	(5)	-	-	(5)	-	-	(5)	-	-	(6)	-	-	(6)	-	-	(6)
-	2	-	-	2	-	-	2	-	-	2	-	-	2	-	-	2
-	3	-	-	3	-	-	3	-	-	3	-	-	3	-	-	3
-	9	-	-	9	-	-	9	-	-	9	-	-	10	-	-	10
-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1
-	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)
-	86	2	-	88	2	-	90	3	-	93	3	-	96	3	-	98
<b>(1,750)</b>	<b>451</b>	<b>1,278</b>	<b>(1,886)</b>	<b>(157)</b>	<b>1,307</b>	<b>(1,884)</b>	<b>(734)</b>	<b>1,356</b>	<b>(1,931)</b>	<b>(1,309)</b>	<b>1,441</b>	<b>(2,128)</b>	<b>(1,996)</b>	<b>1,465</b>	<b>(2,164)</b>	<b>(2,696)</b>



Reserve Account	2022 OPENING BALANCE	2022 TRANSFERS IN	2022 TRANSFERS OUT	2022 CLOSING BALANCE	2023 TRANSFERS IN	2023 TRANSFERS OUT	2023 CLOSING BALANCE	2024 TRANSFERS IN	2024 TRANSFERS OUT	2024 CLOSING BALANCE	2025 TRANSFERS IN	2025 TRANSFERS OUT	2025 CLOSING BALANCE	2026 TRANSFERS IN
<b>OTHER RESERVES</b>														
Car Parks Development	48	1	-	50	1	-	51	1	-	53	1	-	54	1
Museum Collections	1	-	-	1	-	-	1	-	-	1	-	-	1	-
Galatea Reserve Development	2	-	-	2	-	-	2	-	-	2	-	-	2	-
Disabled Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Roothing	67	2	-	68	2	-	70	2	-	72	2	-	74	2
Roothing Storm Damage Reserve	(34)	177	-	142	187	-	329	198	-	527	208	-	735	219
Te Mahoe Water - special	23	1	-	24	1	-	24	1	-	25	1	-	26	1
Disaster/LAPP Insurance Reserve	206	6	-	212	6	-	218	6	-	225	6	-	231	6
Asset Divestment	(1,279)	2,025	(4,025)	(3,280)	2,225	(962)	(2,017)	1,894	(43)	(167)	-	(18)	(185)	-
Sale of Bennett Block	(109)	-	(3)	(113)	-	(3)	(116)	-	(3)	(119)	-	(3)	(122)	-
Leaky Homes Reserve	87	155	-	242	162	-	404	170	-	574	177	-	751	184
Whakatāne/Ōhope Community Board	41	2	-	42	2	-	43	2	-	44	2	-	46	2
Rangitāiki Community Board	31	1	-	32	1	-	33	1	-	34	1	-	35	1
Tāneatua Community Board	9	-	-	9	-	-	9	-	-	10	-	-	10	-
Murupara Community Board	31	1	-	32	1	-	33	1	-	34	1	-	35	1
Iwi Liaison Comm	8	-	-	8	-	-	8	-	-	9	-	-	9	-
Digitisation	(8)	-	-	(8)	-	-	(8)	-	-	(8)	-	-	(9)	-
Edgecumbe Flood	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Whakatāne Holiday Park	(711)	-	(230)	(941)	-	(242)	(1,183)	-	(249)	(1,432)	-	(258)	(1,690)	-
Whakaari '19 Eruption	(205)	-	(6)	(211)	-	(6)	(217)	-	(6)	(223)	-	(6)	(229)	-
Parks and Reserves Financial Contributions	46	1	-	47	1	-	49	1	-	50	1	-	52	1
<b>Total Other Reserves</b>	<b>(1,747)</b>	<b>2,372</b>	<b>(4,265)</b>	<b>(3,640)</b>	<b>2,590</b>	<b>(1,214)</b>	<b>(2,264)</b>	<b>2,277</b>	<b>(302)</b>	<b>(290)</b>	<b>401</b>	<b>(286)</b>	<b>(175)</b>	<b>419</b>

2026 TRANSFERS OUT	2026 CLOSING BALANCE	2027 TRANSFERS IN	2027 TRANSFERS OUT	2027 CLOSING BALANCE	2028 TRANSFERS IN	2028 TRANSFERS OUT	2028 CLOSING BALANCE	2029 TRANSFERS IN	2029 TRANSFERS OUT	2029 CLOSING BALANCE	2030 TRANSFERS IN	2030 TRANSFERS OUT	2030 CLOSING BALANCE	2031 TRANSFERS IN	2031 TRANSFERS OUT	2031 CLOSING BALANCE
-	56	2	-	57	2	-	59	2	-	60	2	-	62	2	-	64
-	1	-	-	1	-	-	1	-	-	1	-	-	1	-	-	1
-	2	-	-	2	-	-	2	-	-	2	-	-	3	-	-	3
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	76	2	-	78	2	-	81	2	-	83	2	-	85	2	-	88
-	954	231	-	1,185	244	-	1,429	257	-	1,686	272	-	1,958	287	-	2,245
-	27	1	-	27	1	-	28	1	-	29	1	-	30	1	-	30
-	237	6	-	243	7	-	250	7	-	257	7	-	264	8	-	272
(19)	(204)	-	(20)	(224)	-	(21)	(244)	-	(22)	(266)	-	(23)	(289)	-	(24)	(312)
(3)	(126)	-	(3)	(129)	-	(4)	(133)	-	(4)	(136)	-	(4)	(140)	-	(4)	(144)
-	935	192	-	1,127	201	-	1,328	210	-	1,538	220	-	1,758	230	-	1,987
-	47	2	-	48	2	-	49	2	(1)	51	2	(1)	52	2	(1)	54
	36	1	-	37	1	-	38	1	-	39	1	-	40	1	-	41
	10	-	-	10	-	-	11	-	-	11	-	-	11	-	-	12
	36	1	-	37	1	-	38	1	-	39	1	-	40	1	-	41
	9	-	-	9	-	-	10	-	-	10	-	-	10	-	-	10
-	(9)	-	-	(9)	-	-	(9)	-	-	(9)	-	-	(10)	-	-	(10)
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(271)	(1,961)	-	(289)	(2,250)	-	(302)	(2,552)	-	(320)	(2,872)	-	(342)	(3,214)	-	(362)	(3,577)
(6)	(235)	-	(6)	(242)	-	(7)	(248)	-	(7)	(255)	-	(7)	(263)	-	(8)	(270)
-	53	1	-	54	1	-	56	2	0	57	2	-	59	2	-	61
<b>(300)</b>	<b>(56)</b>	<b>440</b>	<b>(319)</b>	<b>64</b>	<b>461</b>	<b>(334)</b>	<b>192</b>	<b>485</b>	<b>(353)</b>	<b>323</b>	<b>511</b>	<b>(377)</b>	<b>457</b>	<b>536</b>	<b>(398)</b>	<b>595</b>

Reserve Account	2022 OPENING BALANCE	2022 TRANSFERS IN	2022 TRANSFERS OUT	2022 CLOSING BALANCE	2023 TRANSFERS IN	2023 TRANSFERS OUT	2023 CLOSING BALANCE	2024 TRANSFERS IN	2024 TRANSFERS OUT	2024 CLOSING BALANCE	2025 TRANSFERS IN	2025 TRANSFERS OUT	2025 CLOSING BALANCE	2026 TRANSFERS IN
<b>DEPRECIATION RESERVES</b>														
Whakatāne Water	(893)	1,092	(701)	(502)	1,130	(867)	(239)	1,165	(933)	(6)	1,193	(1,413)	(227)	1,228
Ōhope Water	(1,113)	136	(31)	(1,007)	139	(27)	(896)	142	(23)	(777)	146	(19)	(650)	150
Edgecumbe Water	(96)	55	(2)	(43)	57	-	13	59	-	73	63	-	135	66
Matatā Water	165	15	-	181	16	-	196	16	-	213	17	-	229	17
Tāneatua Water	46	29	-	75	31	-	106	33	-	139	34	-	173	36
Murupara Water	361	42	(90)	313	67	(52)	328	95	(53)	369	115	(65)	419	127
Rūātoki Water	152	5	-	157	5	-	161	5	-	166	5	-	170	5
Waimana Water	83	12	-	96	13	-	109	14	-	122	14	-	136	15
Plains Water	(289)	52	(182)	(419)	131	(295)	(582)	246	(97)	(433)	377	(240)	(296)	388
Te Mahoe Water	96	3	(30)	69	3	-	72	3	-	74	3	-	77	3
Whakatāne Wastewater	1,877	738	(410)	2,205	771	(330)	2,645	795	(680)	2,760	804	(1,494)	2,071	811
Ōhope Wastewater	(1,031)	173	(28)	(886)	179	(44)	(751)	183	(18)	(587)	188	(82)	(481)	194
Edgecumbe Wastewater	1,538	528	(100)	1,966	550	(518)	1,998	559	(704)	1,853	575	(121)	2,308	602
Tāneatua Wastewater	629	131	-	760	138	-	898	143	(106)	934	145	(191)	888	146
Te Mahoe Wastewater	(31)	7	(1)	(25)	7	(1)	(19)	7	(11)	(23)	7	(1)	(16)	8
Murupara Wastewater	492	175	(20)	647	184	(62)	769	190	(115)	844	196	(98)	942	205
Matatā Wastewater	-	59	-	59	63	-	122	66	-	188	69	-	257	73
Whakatāne Land Drainage	(2,103)	266	(313)	(2,151)	358	(2,854)	(4,647)	473	(3,986)	(8,160)	504	(845)	(8,501)	519
Ōhope Land Drainage	(102)	50	(2)	(54)	52	(48)	(50)	53	(95)	(92)	55	(43)	(81)	56
Edgecumbe Land Drainage	(15)	45	(51)	(21)	46	(52)	(27)	47	-	20	50	-	69	47
Matatā Land Drainage	22	14	(10)	26	15	-	41	15	-	56	16	(11)	61	15
Tāneatua Land Drainage	21	11	(10)	22	12	-	34	12	-	46	10	(27)	29	13
Te Mahoe Land Drainage	20	5	-	26	6	(10)	21	6	-	27	6	-	33	6
Murupara Land Drainage	101	40	-	142	42	(52)	132	43	-	176	46	-	221	45
Te Teko Land Drainage	7	3	-	10	3	-	13	3	-	17	4	-	20	4

2026 TRANSFERS OUT	2026 CLOSING BALANCE	2027 TRANSFERS IN	2027 TRANSFERS OUT	2027 CLOSING BALANCE	2028 TRANSFERS IN	2028 TRANSFERS OUT	2028 CLOSING BALANCE	2029 TRANSFERS IN	2029 TRANSFERS OUT	2029 CLOSING BALANCE	2030 TRANSFERS IN	2030 TRANSFERS OUT	2030 CLOSING BALANCE	2031 TRANSFERS IN	2031 TRANSFERS OUT	2031 CLOSING BALANCE
(1,173)	(172)	1,262	(1,087)	3	1,303	(2,973)	(1,666)	1,346	(1,280)	(1,600)	1,392	(1,432)	(1,640)	1,456	(2,006)	(2,190)
(15)	(514)	154	(12)	(372)	159	(8)	(221)	164	(4)	(61)	167	-	107	176	-	283
-	201	70	-	271	74	-	344	78	-	422	83	-	505	88	-	592
-	247	18	-	265	19	-	285	20	-	305	22	-	327	23	-	349
-	209	38	-	247	40	-	287	42	-	329	45	-	374	40	(524)	(110)
(84)	462	133	-	594	134	(476)	252	134	(61)	325	138	(301)	161	141	-	302
-	175	5	-	180	5	-	184	5	-	190	5	-	195	6	-	201
-	151	16	-	167	16	-	183	17	-	201	18	-	219	19	-	239
(232)	(141)	399	(238)	20	411	(612)	(181)	425	(317)	(73)	441	(206)	162	461	(203)	420
-	80	3	-	82	3	-	85	3	-	88	3	-	91	3	-	95
(1,184)	1,697	804	(2,578)	(77)	824	(2,103)	(1,356)	851	(2,376)	(2,881)	880	(4,649)	(6,650)	916	(15,190)	(20,924)
(10)	(297)	199	(5)	(104)	206	-	102	218	-	320	232	-	552	230	(1,093)	(312)
(73)	2,837	633	(76)	3,394	668	-	4,062	704	(218)	4,548	745	-	5,293	778	-	6,071
(224)	810	151	-	961	143	-	1,104	151	-	1,255	160	-	1,415	160	(645)	930
-	(9)	8	-	(1)	8	(18)	(11)	8	-	(3)	9	-	5	9	-	14
-	1,148	215	(50)	1,313	223	(249)	1,288	230	(221)	1,296	241	-	1,538	255	-	1,793
-	330	77	-	406	81	-	488	86	-	573	91	-	665	96	-	761
(220)	(8,202)	578	(448)	(8,071)	597	(327)	(7,801)	617	(763)	(7,948)	638	(309)	(7,620)	657	(610)	(7,573)
(1)	(26)	58	(53)	(21)	60	-	39	63	-	102	67	-	170	71	(59)	181
(56)	61	53	(87)	27	54	(60)	21	56	-	77	60	-	137	62	(66)	133
-	77	16	(98)	(5)	16	-	11	17	(12)	15	18	-	33	18	(39)	11
-	42	13	-	55	14	-	69	15	-	84	16	-	100	16	(52)	63
-	38	6	(12)	33	6	-	39	6	-	45	7	(13)	39	7	-	46
(56)	210	43	(29)	224	51	-	275	53	(61)	266	55	-	321	57	(66)	313
(11)	13	4	-	16	4	-	20	4	(12)	12	4	-	16	4	-	20

Reserve Account	2022 OPENING BALANCE	2022 TRANSFERS IN	2022 TRANSFERS OUT	2022 CLOSING BALANCE	2023 TRANSFERS IN	2023 TRANSFERS OUT	2023 CLOSING BALANCE	2024 TRANSFERS IN	2024 TRANSFERS OUT	2024 CLOSING BALANCE	2025 TRANSFERS IN	2025 TRANSFERS OUT	2025 CLOSING BALANCE	2026 TRANSFERS IN
Refuse Disposal	76	23	(19)	80	24	(29)	75	24	(46)	52	24	(16)	59	30
Libraries	102	118	(105)	115	121	(112)	124	123	(120)	127	125	(127)	125	127
Museum	159	5	-	163	5	-	168	5	-	173	5	-	177	5
Parks, Reserves, Recreation and Sports Fields	328	621	(582)	367	637	(507)	497	654	(560)	591	667	(534)	723	679
Cemeteries and Crematoria	90	109	(52)	146	112	(27)	232	116	(34)	315	120	(60)	375	121
Recreation	164	5	-	169	5	-	174	5	-	178	5	-	183	5
Swimming Pools	63	247	(181)	130	254	(303)	80	257	(258)	79	261	(281)	59	264
Halls	(305)	383	(127)	(49)	390	(188)	153	397	(513)	37	401	(636)	(197)	407
Dog Control	(4)	-	-	(4)	-	-	(4)	-	-	(4)	-	-	(4)	-
Public Conveniences	67	89	(92)	65	90	(137)	18	91	(77)	33	93	(64)	62	95
Pensioner Housing	413	12	-	425	12	-	438	12	-	450	12	-	462	12
Strategic and Investment Property	3	-	-	3	-	-	3	-	-	3	-	-	3	-
Vehicle and Plant Reserve	761	605	(792)	573	619	(284)	907	635	(423)	1,120	651	(377)	1,394	668
Corporate Property	991	258	(769)	480	256	(196)	540	354	(369)	525	367	(280)	613	376
Information Management	1,395	796	(825)	1,366	850	(2,109)	106	841	(2,130)	(1,183)	855	(594)	(921)	872
Port	122	227	(885)	(536)	234	(334)	(637)	227	(143)	(553)	230	(73)	(395)	234
Roading - assisted / non-assisted / special and safety	1,531	2,187	(1,723)	1,995	2,266	(1,825)	2,436	2,344	(1,882)	2,899	2,420	(2,097)	3,222	2,498
Airport - Whakatāne 50%	(628)	105	(17)	(540)	108	(50)	(482)	111	(12)	(383)	115	(72)	(340)	118
Whakatāne Holiday Park	65	45	(50)	59	45	(51)	53	46	(52)	47	46	(53)	41	47
<b>Total Depreciation Reserves</b>	<b>5,332</b>	<b>9,519</b>	<b>(8,200)</b>	<b>6,651</b>	<b>10,041</b>	<b>(11,366)</b>	<b>5,326</b>	<b>10,617</b>	<b>(13,439)</b>	<b>2,504</b>	<b>11,040</b>	<b>(9,915)</b>	<b>3,629</b>	<b>11,337</b>
<b>Total Council Operating Reserves</b>	<b>6,735</b>	<b>13,276</b>	<b>(15,409)</b>	<b>4,602</b>	<b>13,836</b>	<b>(14,036)</b>	<b>4,402</b>	<b>15,323</b>	<b>(15,141)</b>	<b>4,584</b>	<b>12,609</b>	<b>(12,736)</b>	<b>4,457</b>	<b>12,954</b>
<b>RESTRICTED RESERVES</b>														
Development Contributions - Whakatāne Water	(191)	71	(5)	(124)	74	(3)	(52)	76	-	23	80	0	103	496

2026 TRANSFERS OUT	2026 CLOSING BALANCE	2027 TRANSFERS IN	2027 TRANSFERS OUT	2027 CLOSING BALANCE	2028 TRANSFERS IN	2028 TRANSFERS OUT	2028 CLOSING BALANCE	2029 TRANSFERS IN	2029 TRANSFERS OUT	2029 CLOSING BALANCE	2030 TRANSFERS IN	2030 TRANSFERS OUT	2030 CLOSING BALANCE	2031 TRANSFERS IN	2031 TRANSFERS OUT	2031 CLOSING BALANCE
(11)	79	30	(85)	24	30	(36)	18	31	(29)	20	31	(41)	9	31	(33)	7
(135)	117	129	(143)	104	131	(151)	84	132	(159)	57	134	(168)	23	135	(176)	(18)
-	182	5	-	187	5	-	192	5		197	6	-	203	6	-	209
(621)	782	690	(656)	816	702	(627)	891	601	(1,060)	432	605	(531)	507	606	(1,188)	(76)
(230)	265	122	(81)	306	332	(83)	555	125	(689)	(9)	46	(17)	20	47	(27)	40
-	188	5	-	193	5	-	198	6	-	204	6	-	210	6	-	216
(296)	27	268	(210)	85	274	(240)	118	278	(354)	42	281	(293)	30	284	(308)	6
(801)	(591)	413	(297)	(476)	420	(398)	(454)	427	(92)	(119)	446	(313)	14	453	(397)	71
-	(4)	-	-	(4)	-	-	(4)	-	-	(4)	-	-	(5)	-	-	(5)
(116)	41	96	(85)	52	97	(119)	30	98	(131)	(2)	100	(61)	37	101	(142)	(4)
-	475	13	-	487	13	-	501	14	-	515	15	-	529	15	-	545
-	3	-	-	3	-	-	3	-	-	3	-	-	3	-	-	3
(544)	1,518	684	(654)	1,548	699	(646)	1,601	718	(470)	1,848	742	(528)	2,062	765	(565)	2,262
(361)	628	382	(571)	439	389	(387)	441	401	(294)	548	414	(437)	525	425	(539)	412
(597)	(646)	892	(603)	(357)	851	(609)	(115)	872	(618)	139	902	(634)	408	934	(651)	691
(143)	(304)	237	(142)	(209)	241	(53)	(20)	247	(95)	131	255	(142)	244	252	(52)	443
(2,082)	3,637	2,582	(2,145)	4,074	2,670	(2,117)	4,627	2,764	(2,180)	5,211	2,863	(2,297)	5,777	2,961	(2,410)	6,327
(61)	(283)	707	(44)	380	137	(15)	501	144	(25)	620	151	(61)	710	157	(99)	768
(53)	34	47	(54)	27	48	(55)	20	48	(56)	12	49	(57)	4	49	(58)	(5)
<b>(9,394)</b>	<b>5,572</b>	<b>12,257</b>	<b>(10,543)</b>	<b>7,285</b>	<b>12,162</b>	<b>(12,360)</b>	<b>7,087</b>	<b>12,226</b>	<b>(11,580)</b>	<b>7,732</b>	<b>12,582</b>	<b>(12,491)</b>	<b>7,824</b>	<b>12,980</b>	<b>(27,200)</b>	<b>(6,396)</b>
<b>(11,444)</b>	<b>5,967</b>	<b>13,975</b>	<b>(12,748)</b>	<b>7,193</b>	<b>13,930</b>	<b>(14,578)</b>	<b>6,545</b>	<b>14,066</b>	<b>(13,864)</b>	<b>6,747</b>	<b>14,534</b>	<b>(14,995)</b>	<b>6,285</b>	<b>14,981</b>	<b>(29,762)</b>	<b>(8,496)</b>
-	599	100	-	699	105	-	804	111	-	916	110	(623)	402	107	-	509

Reserve Account	2022 OPENING BALANCE	2022 TRANSFERS IN	2022 TRANSFERS OUT	2022 CLOSING BALANCE	2023 TRANSFERS IN	2023 TRANSFERS OUT	2023 CLOSING BALANCE	2024 TRANSFERS IN	2024 TRANSFERS OUT	2024 CLOSING BALANCE	2025 TRANSFERS IN	2025 TRANSFERS OUT	2025 CLOSING BALANCE	2026 TRANSFERS IN
Development Contributions - Ōhope Water	126	4	-	129	4	-	133	4	-	137	4	-	141	4
Development Contributions - Edgumbe Water	8	-	-	9	-	-	9	-	-	9	-	-	9	-
Development Contributions - Matatā Water	78	2	-	81	2	-	83	2	-	85	2	-	88	2
Development Contributions - Plains Water	(69)	-	(2)	(71)	-	(2)	(73)	-	(2)	(75)	-	(2)	(78)	-
Development Contributions - Whakatāne Wastewater	(2,991)	86	(88)	(2,992)	89	(85)	(2,988)	92	(82)	(2,978)	94	(80)	(2,964)	665
Development Contributions - Coastlands Wastewater	(104)	-	(3)	(107)	-	(3)	(110)	-	(3)	(113)	-	(3)	(117)	-
Development Contributions - Ōhope Wastewater	283	8	-	291	8	(6)	294	8	-	302	8	(19)	290	8
Development Contributions - Edgumbe Wastewater	(4)	-	-	(4)	-	-	(4)	-	-	(4)	-	-	(4)	-
Development Contributions - Community Infrastructure	426	13	(4)	435	12	(6)	441	12	(6)	447	9	(199)	258	3
Development Contributions - Parks, Gardens and Reserves	181	5	-	186	5	-	192	5	-	197	5	-	202	5
Development Contributions - Rural Reserves	(35)	-	(1)	(36)	-	(1)	(37)	-	(1)	(38)	-	(1)	(39)	-
Development Contributions - Solid Waste	314	9	-	323	9	-	333	9	-	342	9	-	351	9
Development Contributions - Rooding	561	108	(38)	631	112	(41)	702	114	(188)	628	99	(1,391)	(664)	102
Development Contributions - Non Fin Assisted Rooding	5	-	-	5	-	-	5	-	-	5	-	-	5	-
Development Contributions - Whakatāne Land Drain	164	22	(17)	169	21	(169)	21	19	(40)	(1)	19	-	18	20
Development Contributions - Ōhope Land Drain	135	4	-	139	4	-	144	4	-	148	4	-	152	4
Development Contributions - Whakatāne Carparks	(9)	-	-	(10)	-	-	(10)	-	-	(10)	-	-	(10)	-
Ōtarawairere Disaster Mitigation	(51)	-	(2)	(52)	-	(2)	(54)	-	(2)	(55)	-	(2)	(57)	-
Development Contributions - Port	(148)	-	(464)	(612)	-	(119)	(731)	-	(20)	(752)	-	(20)	(772)	-

2026	2026	2027	2027	2027	2028	2028	2028	2029	2029	2029	2030	2030	2030	2031	2031	2031
TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE	TRANSFERS IN	TRANSFERS OUT	CLOSING BALANCE
-	144	4	-	148	4	-	152	4	-	157	4	-	161	5	-	166
-	10	-	-	10	-	-	10	-	-	10	-	-	11	-	-	11
-	90	2	-	92	3	-	95	3	-	97	3	-	100	3	-	103
(2)	(80)	-	(2)	(82)	-	(2)	(84)	-	(2)	(86)	-	(2)	(89)	-	(3)	(91)
(70)	(2,369)	100	(63)	(2,333)	103	(128)	(2,358)	106	(106)	(2,358)	110	(110)	(2,358)	113	(67)	(2,312)
(3)	(120)	-	(3)	(123)	-	(3)	(126)	-	(4)	(130)	-	(4)	(133)	-	(4)	(137)
-	298	8	-	306	8	-	315	9	-	323	9	-	333	10	-	342
-	(4)	-	-	(4)	-	-	(5)	-	-	(5)	-	-	(5)	-	-	(5)
(293)	(32)	-	(1)	(32)	-	(1)	(33)	-	(1)	(34)	-	(1)	(35)	-	(1)	(36)
-	208	6	-	213	6	-	219	6	-	225	6	-	232	7	-	238
(1)	(40)	-	(1)	(41)	-	(1)	(42)	-	(1)	(43)	-	(1)	(44)	-	(1)	(45)
-	361	10	-	371	10	-	381	11	-	391	11	-	402	12	-	414
(62)	(624)	105	(62)	(582)	108	(63)	(537)	111	(63)	(489)	114	(64)	(439)	117	(64)	(386)
-	5	-	-	6	-	-	6	-	-	6	-	-	6	-	-	6
-	39	21	-	60	22	-	82	24	-	106	25	-	131	27	-	158
-	156	4	-	160	4	-	164	5	-	169	5	-	174	5	-	179
-	(11)	-	-	(11)	-	-	(11)	-	-	(12)	-	-	(12)	-	-	(12)
(2)	(58)	-	(2)	(60)	-	(2)	(61)	-	(2)	(63)	-	(2)	(65)	-	(2)	(67)
(21)	(793)	-	(21)	(814)	-	(22)	(836)	-	(23)	(860)	-	(25)	(884)	-	(26)	(910)



Reserve Account	2022 OPENING BALANCE	2022 TRANSFERS IN	2022 TRANSFERS OUT	2022 CLOSING BALANCE	2023 TRANSFERS IN	2023 TRANSFERS OUT	2023 CLOSING BALANCE	2024 TRANSFERS IN	2024 TRANSFERS OUT	2024 CLOSING BALANCE	2025 TRANSFERS IN	2025 TRANSFERS OUT	2025 CLOSING BALANCE	2026 TRANSFERS IN
Subdivision Contributions - Whakatāne	122	4	-	126	4	-	130	4	-	133	4	-	137	4
Subdivision Contributions - Ōhope	49	1	-	51	1	-	52	1	-	54	1	-	55	1
Subdivision Contributions - Edgecumbe	28	1	-	29	1	-	30	1	-	30	1	-	31	1
Subdivision Contributions - Matatā	24	1	-	24	1	-	25	1	-	26	1	-	27	1
Subdivision Contributions - Murupara	-	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-
Subdivision Contributions - Rural	6	-	-	6	-	-	6	-	-	6	-	-	6	-
Harbour Capital Fund	1,352	1,889	(3,009)	232	1,891	(2,932)	(809)	1,944	(2,655)	(1,520)	1,987	(3,341)	(2,873)	2,019
Harbour Land Sales	13,160	391	-	13,551	392	-	13,943	390	-	14,333	390	-	14,723	393
<b>Total Restricted Reserves</b>	<b>13,421</b>	<b>2,621</b>	<b>(3,632)</b>	<b>12,410</b>	<b>2,632</b>	<b>(3,369)</b>	<b>11,672</b>	<b>2,687</b>	<b>(3,000)</b>	<b>11,360</b>	<b>2,718</b>	<b>(5,057)</b>	<b>9,020</b>	<b>3,738</b>
<b>Total Reserves</b>	<b>20,155</b>	<b>15,896</b>	<b>(19,040)</b>	<b>17,011</b>	<b>16,468</b>	<b>(17,405)</b>	<b>16,074</b>	<b>18,011</b>	<b>(18,141)</b>	<b>15,943</b>	<b>15,327</b>	<b>(17,793)</b>	<b>13,477</b>	<b>16,692</b>

2026 TRANSFERS OUT	2026 CLOSING BALANCE	2027 TRANSFERS IN	2027 TRANSFERS OUT	2027 CLOSING BALANCE	2028 TRANSFERS IN	2028 TRANSFERS OUT	2028 CLOSING BALANCE	2029 TRANSFERS IN	2029 TRANSFERS OUT	2029 CLOSING BALANCE	2030 TRANSFERS IN	2030 TRANSFERS OUT	2030 CLOSING BALANCE	2031 TRANSFERS IN	2031 TRANSFERS OUT	2031 CLOSING BALANCE
-	141	4	-	145	4	-	148	4	-	153	4	-	157	5	-	162
-	56	2	-	58	2	-	60	2	-	61	2	-	63	2	-	65
-	32	1	-	33	1	-	34	1	-	35	1	-	36	1	-	37
-	27	1	-	28	1	-	29	1	-	30	1	-	30	1	-	31
-	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)	-	-	(1)
-	7	-	-	7	-	-	7	-	-	7	-	-	7	-	-	8
(3,279)	(4,133)	2,061	(3,402)	(5,474)	2,096	(2,724)	(6,102)	2,129	(2,819)	(6,791)	2,159	(2,897)	(7,529)	2,193	(2,933)	(8,269)
-	15,116	410	-	15,526	424	-	15,950	443	-	16,393	470	-	16,864	489	-	17,353
<b>(3,733)</b>	<b>9,025</b>	<b>2,838</b>	<b>(3,558)</b>	<b>8,305</b>	<b>2,901</b>	<b>(2,947)</b>	<b>8,260</b>	<b>2,970</b>	<b>(3,022)</b>	<b>8,208</b>	<b>3,036</b>	<b>(3,729)</b>	<b>7,515</b>	<b>3,095</b>	<b>(3,100)</b>	<b>7,510</b>
<b>(15,177)</b>	<b>14,992</b>	<b>16,812</b>	<b>(16,307)</b>	<b>15,498</b>	<b>16,831</b>	<b>(17,525)</b>	<b>14,804</b>	<b>17,036</b>	<b>(16,886)</b>	<b>14,955</b>	<b>17,570</b>	<b>(18,724)</b>	<b>13,801</b>	<b>18,076</b>	<b>(32,862)</b>	<b>(986)</b>

# STATEMENT OF ACCOUNTING POLICIES

## Ngā Tauākī kaupapa here pūtea

### REPORTING ENTITY

Whakatāne District Council (the Council) is a territorial local authority established under the Local Government Act 2002 (LGA) and is domiciled in New Zealand and operates in New Zealand. The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002.

The prospective financial statements have been prepared for the Council and no longer include the Whakatāne Airport, which is a 50/50 joint equity venture between the Council and the Ministry of Transport. Investments in joint ventures are accounted for in the prospective financial statements using the equity method of accounting.

The Council provides local infrastructure, local public services, and performs regulatory functions to the community. The Council does not operate to make a financial return. The Council has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The prospective financial statements of the Council are for the 10 years ended 30 June 2031. The prospective financial statements were authorised for issue by Council on 14 July 2021.

The Council is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

There is no intention to update the prospective financial information after the finalisation of this Long Term Plan.

### BASIS OF PREPARATION

The prospective financial statements have been prepared on the 'going concern' basis, and the accounting policies have been applied consistently throughout the period.

### STATEMENT OF COMPLIANCE

The prospective financial statements of the Council have been prepared in accordance with the requirements of the LGA, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP). The prospective financial statements have been prepared in accordance with Tier 1 PBE accounting standards. The prospective financial statements comply with NZ PBE IPSAS (Tier 1) and PBE FRS 42 Prospective Financial Statements.

### PRESENTATION CURRENCY AND ROUNDING

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). Some rounding variances may occur in the prospective financial statements due to the use of decimal places in the underlying financial data.

### STATEMENTS ISSUED AND NOT YET EFFECTIVE AND BUT EARLY ADOPTED

Standards and amendments, issued but not yet effective that have been early adopted, and are relevant to the Council are:

#### **PBE IPSAS 41 Financial Instruments**

Applies for annual periods beginning on or after **1 January 2022**.

The main changes are:

- New financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost.
- A new impairment model for financial assets based on expected losses, which may result in the earlier recognition of impairment losses.
- Revised hedge accounting requirements to better reflect the management of risks.

The Council has applied this standard in preparing the 10 years ended 30 June 2031 prospective financial statements. Management believe the changes do not have a material impact.

# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## BASIS OF CONSOLIDATION

The prospective financial statements are no longer consolidated line by line with the Council investment in Whakatāne Airport.

## JOINT VENTURE

A joint venture is a binding arrangement whereby two or more parties are committed to undertake an activity that is subject to joint control. Joint control is the agreed sharing of control over an activity.

For jointly-controlled operations, the Council recognises its investment in Whakatāne Airport as an investment, but no longer consolidates 50 percent of the income and expenses of the venture.

## REVENUE

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

### Rates revenue

The following policies have been applied:

- General rates, targeted rates (excluding water-by meter), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers that the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- Rates arising from late payment penalties are recognised as revenue when the rates become overdue.

- Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.
- Rates remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.
- Rates collected on behalf of the Bay of Plenty Regional Council (BOPRC) are not recognised in the prospective financial statements, with the exception of the prospective statement of cash flows, as the Council is acting as an agent for BOPRC.

### Development and financial contributions

Development and financial contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contribution was charged.

Otherwise, development and financial contributions are recognised as liabilities until such time as the Council provides, or is able to provide, the service.

### Waka Kotahi NZ Transport Agency roading subsidies

The Council receives funding assistance from the Waka Kotahi NZ Transport Agency, which subsidises part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions related to eligible expenditure have been fulfilled.

### Other grants received

Other grants are recognised as revenue when they become receivable, unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

### Building and resource consent revenue

Fees and charges for building and resource consent services are recognised on a percentage completion basis, with reference to the recoverable costs incurred at balance date.

### Entrance fees

Entrance fees are fees charged to users of the Council's local facilities, such as pools, museum and gallery. Revenue from entrance fees is recognised upon entry to such facilities.

### **Landfill fees**

Fees for disposing of waste at the Council's landfill are recognised as waste disposed by users.

### **Provision of commercially based services**

Revenue derived through the provision of services to third parties in a commercial manner is recognised in proportion to the stage of completion at balance date.

### **Rendering of services**

Revenue derived through rendering of services is recognised when the service is provided to the customer.

### **Sales of goods**

Revenue from sales of goods is recognised when a product is sold to the customer.

### **Infringement fees and fines**

Infringement fees and fines mostly relate to traffic and parking infringements and are recognised when tickets are paid.

### **Vested or donated physical assets**

For assets received for no or nominal consideration, the asset is recognised at its fair value when the Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset. The fair value of vested or donated assets is usually determined by reference to the cost of constructing the asset. For assets received from property developments, the fair value is based on construction price information provided by the property developer. For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects that it will need to return or pass the asset to another party.

### **Donated and bequeathed financial assets**

Donated and bequeathed financial assets are recognised as revenue unless there are substantive use or return conditions. A liability is recorded if there are substantive use or return conditions and the liability released to revenue as the conditions are met (e.g. as the funds are spent for the nominated purpose).

### **Interest and dividends**

Interest revenue is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest rate. Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the cost of the investment.

## **BORROWING COSTS**

Borrowing costs are recognised as an expense in the period in which they are incurred.

## **GRANT EXPENDITURE**

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the Council and the approval has been communicated to the applicant. The Council's grants awarded have no substantive conditions attached.

## **FOREIGN CURRENCY TRANSACTIONS**

Foreign currency transactions are translated into NZ\$ (the functional currency) using the spot exchange rate at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions are recognised in the surplus or deficit.

## **INCOME TAX**

Income tax expense includes components relating to both current tax and deferred tax. Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date. Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the

statement of financial position and the corresponding tax bases used in the computation of taxable profit. Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit. Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive revenue and expense or directly in equity.

## LEASES

### Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to the ownership of an asset, whether or not the title is eventually transferred. At the start of the lease term, the Council recognises finance leases as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments. The finance charge is charged to the surplus or deficit over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

### Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

## CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

## RECEIVABLES

Receivables are recorded at their face value, less an allowance for expected credit losses (ECL).

The Council applies the simplified ECL model of recognising lifetime ECL for receivables.

In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are 'written-off':

- when remitted in accordance with the Council's rates remission policy; and
- in accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written-off when there is no reasonable expectation of recovery.

## DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments are used to manage exposure to foreign exchange risks arising from the Council operational activities and interest rate risks arising from the Council's financing activities. In accordance with its treasury policies, the Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each balance date. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and, if so, the nature of the item being hedged.

The associated gains or losses on derivatives that are not hedge accounted are recognised in surplus or deficit

The full fair value of a hedge accounted derivative is classified as non-current if the remaining maturity of the hedged item is more than 12 months, and as current if the remaining maturity of the hedged item is less than 12 months.

The full fair value of a non-hedge accounted foreign exchange derivative is classified as current if the contract is due for settlement within 12 months of balance date; otherwise, foreign exchange derivatives are classified as non-current. The portion of the fair value of a non-hedge accounted interest rate derivative that is expected to be realised within 12 months of balance date is classified as current, with the remaining portion of the derivative classified as non-current.

### **Hedge accounting**

The Council designates certain derivatives as either:

- hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge); or
- hedges of highly probable forecast transactions (cash flow hedge).

The Council documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Council also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

### **Fair value hedge**

The gain or loss from remeasuring the hedging instrument at fair value, along with the changes in the fair value on the hedged item attributable to the hedged risk, is recognised in surplus or deficit. Fair value hedge accounting is applied only for hedging fixed interest risk on borrowings.

If the hedge relationship no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to the surplus or deficit over the period to maturity.

### **Cash flow hedge**

The portion of the gain or loss on a hedging instrument that is determined to be an effective hedge is recognised in other comprehensive revenue and expense, and the ineffective portion of the gain or loss on the hedging instrument is recognised in surplus or deficit as part of 'finance costs'.

If a hedge of a forecast transaction subsequently results in the recognition of a financial asset or a financial liability, the associated gains or losses that were recognised in other comprehensive revenue and expense are reclassified into surplus or deficit in the same period or periods during which the asset acquired or liability assumed affects surplus or deficit. However, if it is expected that all or a portion of a loss recognised in other comprehensive revenue and expense will not be recovered in one or more future periods, the amount that is not expected to be recovered is reclassified to surplus or deficit.

When a hedge of a forecast transaction subsequently results in the recognition of a non-financial asset or a non-financial liability, or a forecast transaction for a non-financial asset or non-financial liability becomes a firm commitment for which fair value hedge accounting is applied, the associated gains and losses that were recognised in other comprehensive revenue and expense will be included in the initial cost or carrying amount of the asset or liability.

If a hedging instrument expires or is sold, terminated, exercised, or revoked, or it no longer meets the criteria for hedge accounting, the cumulative gain or loss on the hedging instrument that has been recognised in other comprehensive revenue and expense from the period when the hedge was effective will remain separately recognised in equity until the forecast transaction occurs. When a forecast transaction is no longer expected to occur, any related cumulative gain or loss on the hedging instrument that has been recognised in other comprehensive revenue and expense from the period when the hedge was effective is reclassified from equity to surplus or deficit.

## **OTHER FINANCIAL ASSETS**

Other financial assets (other than shares in subsidiaries) are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Council's management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding, and is held within a management model where the objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model where the objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

### **Subsequent measurement of financial assets at amortised cost**

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans and loans to subsidiaries and associates.

### **Subsequent measurement of financial assets at FVTOCRE**

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and deficit. The Council does not hold any debt instruments in this category.

Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council designates into this category all equity investments that are not included in its investment fund portfolio, and if they are intended to be held for the medium to long-term.

### **Subsequent measurement of financial assets at FVTSD**

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit.

Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

Instruments in this category include the Council's investment fund portfolio (comprising of listed shares, bonds and units in investment funds) and LGFA borrower notes.

### **Expected credit loss allowance (ECL)**

The Council recognises an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to Council in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council's historical experience and informed credit assessment and including forward-looking information.

The Council considers a financial asset to be in default when the financial asset is more than 90 days past due. The Council may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

### **Financial assets at fair value through surplus or deficit**

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term, or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated into hedge accounting relationship for which hedge accounting is applied. Financial assets acquired principally for the purpose of selling in the short-term or part of a portfolio classified as held for trading are classified as a current asset. After initial recognition, financial assets in this category are measured at their fair values, with gains or losses on re-measurement recognised in the surplus or deficit.



## Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit. Loans to community organisations made at nil or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar financial instrument. The difference between the face value and present value of the expected future cash flows of the loan is recognised in the surplus or deficit as a grant expense. The loans are subsequently measured at amortised cost using the effective interest method.

## Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities, and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

## Fair value through other comprehensive revenue and expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date. The Council includes in this category:

- investments that it intends to hold long-term but which may be realised before maturity; and
- shareholdings that it holds for strategic purposes.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment

losses, which are recognised in the surplus or deficit. On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

## IMPAIRMENT OF FINANCIAL ASSETS

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

### Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that the Council will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government bonds and community loans, are recognised directly against the instrument's carrying amount.

### Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment. For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired. If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other

comprehensive revenue and expense is reclassified from equity to the surplus or deficit. Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit. If in a subsequent period the fair value of a debt instrument increases, and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

## INVENTORY

Inventories held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at cost (using the First in first out (FIFO) method) and adjusted, when applicable, for any loss of service potential.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition. Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost (using the FIFO method) and net realisable value. The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down. When land held for development and future resale is transferred from investment property, or property, plant and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost. Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant and equipment.

## NON-CURRENT ASSETS HELD FOR SALE

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit. Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised. Non-current assets are not depreciated or amortised while they are classified as held for sale.

## PROPERTY, PLANT AND EQUIPMENT

***Property, plant and equipment consists of:***

### **Operational assets**

These include land, buildings, furniture and fittings, library books, plant and equipment, the museum collection and motor vehicles.

### **Restricted assets**

Restricted assets are mainly parks and reserves owned by the Council that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.

### **Infrastructural assets**

Infrastructural assets are the fixed utility systems owned by the Council. Each asset class includes all items that are required for the network to function. For example, sewer reticulation includes reticulation piping and sewer pump stations. Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

### **Revaluation**

Land, buildings (operational and restricted), museum, library books and infrastructural assets (except land under roads) are re-valued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value, and at least every three years.

The Council assesses the carrying values of its revalued assets annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are re-valued. Revaluations of property, plant, and equipment are accounted for on a class-of-asset basis. The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

## Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at fair value as at the date of acquisition.

## Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

## Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

## Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land, at rates that will write-off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

Roading is valued on a regular basis and each asset is assigned a base life (estimate of total useful life), which is converted to a preliminary estimate of physical life by adjusting for age. An initial assessment of remaining life is then calculated as the difference between expected life and age of asset. Where information is available, further adjustments are made to the useful life estimate to take into account condition and use of the asset.

The three water assets are regularly valued with the economic life of an asset being the period of time it is economically worthwhile to replace, rather than to continue to repair or maintain. The economic life varies for each asset. Assets lives are modified if local knowledge and experience suggests this is appropriate.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

INFRASTRUCTURAL ASSETS	YEARS
(approximate average over all assets in that category)	
<b>Roading</b>	
Land – road reserve	Not depreciated
Road formation	Not depreciated
Sealed pavement	67
Sealed pavement surface	16
Unsealed pavement	Not depreciated
Unsealed wearing course	4
Bridge railings	10
Signs	16
Drainage (incl headwalls)	49
Large culverts	50
Retaining walls	74
Surface water channel	54
Railings	22
Traffic islands	50
Street lighting	26
Footpaths	47
Bridges	92
Car-parks	50
<b>Water</b>	
Treatment plant /headworks	13
Pump stations	11
Reservoirs	38
Trunk main	41
Main	49
Service line	33

INFRASTRUCTURAL ASSETS	YEARS
<b>Harbour Assets</b>	
Harbour assets	14-15
<b>Stormwater</b>	
Gravity main	45
Rising main	46
Pump station	20
<b>Sewer</b>	
Service line	25
Gravity main	40
Rising main	57
Pump station	12
Treatment plant	47
Outfall	28
<b>Parks</b>	
Land	Not depreciated
Park assets	17.5
<b>Operational assets</b>	
Museum assets	Not depreciated
Land	Not depreciated
Buildings	8-55
Vehicles	5-8
Plant and equipment	4-33
Furniture and fittings	5-10
Library books	3-4
Office equipment	5-10
The assets' residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.	

## INTANGIBLE ASSETS

### Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads. Costs associated with maintaining computer software are recognised as an expense when incurred. Costs associated with development and maintenance of the Council's website are recognised as an expense when incurred.

### Easements

Easements are recognised at cost, being the costs directly attributable to bringing the asset to its intended use. Easements have an indefinite useful life and are not amortised, but are instead tested for impairment annually.

### Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit. The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

- **Computer software 4 - 5 years 20% - 25%**

## IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, and goodwill, are not subject to amortisation and are tested annually for impairment. Property, plant and equipment and intangible assets subsequently measured at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

### **Value in use for non-cash-generating assets**

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash-generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

### **Value in use for cash-generating assets**

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

## **FORESTRY ASSETS**

Standing forestry assets are generally independently revalued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected future cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs and silvicultural costs and takes into consideration environmental, operational and market restrictions. Gains and losses arising on initial recognition of forestry assets at fair value less costs to sell and from a change in fair value less costs to sell are recognised in the surplus or deficit when incurred. Forestry maintenance costs are recognised in the surplus or deficit when incurred.

## **INVESTMENT PROPERTY**

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation. Investment property is measured initially at its cost, including transaction costs. After initial recognition, the Council measures all investment property at fair value at each reporting date. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

## **PAYABLES**

Short-term creditors and other payables are recorded at the amount payable.

## **BORROWINGS**

Borrowings on normal commercial terms are initially recognised at the amount borrowed plus transaction costs. Interest due on the borrowings is subsequently accrued and added to the borrowing's balance.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date.

### **Finance leases**

A finance lease transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the start of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item and the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no reasonable certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

## **EMPLOYEE ENTITLEMENTS**

### **Short-term employee entitlements**

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and sick leave. A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date; to the extent it will be used by staff to cover those future absences. A liability and an expense are recognised for bonuses where the Council has a contractual obligation or where there is a past practice that has created a constructive obligation.

## Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long-service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

## Presentation of employee entitlements

Sick leave and long service leave are valued on an actuarial basis. The present value of retirement and long service leave obligations depend on a number of factors that are determined on an actuarial basis. Three key assumptions used in calculating this liability include the discount rate, salary escalation rates and resignation rates. Any changes in these assumptions will affect the carrying amount of the liability. Projected cashflows are discounted back to the valuation date at the valuation discount rates. The discount rates have been chosen in accordance with PBE IPSAS 25, and the valuation method is a refinement of that set out by Treasury in its paper entitled 'Guidance on accounting for sick leave under NZ IAS 19 employee benefits'. A long-term annual rate of salary growth of 3.0 percent per year has been used. Sick leave and long-service leave are classified as both current and long term liabilities depending on predicted settlement. If the payment is likely to be made within 12 months of balance date, the entitlement is classified as current. The balance of the valuation is classified as long term.

## Superannuation scheme

### *Defined contribution schemes*

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit when incurred.

## PROVISIONS

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation either legal or constructive as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in 'finance costs'.

## EQUITY

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- Accumulated funds;
- Restricted reserves;
- Asset revaluation reserve.

### Restricted reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council. Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met. Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without references to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

### Asset revaluation reserve

This reserve relates to the revaluation of property, plant and equipment to fair value.

### Fair value through other comprehensive revenue and expense reserve

This reserve comprises the cumulative net change in the fair value of assets classified as fair value through other comprehensive revenue and expense.

## GOODS AND SERVICES TAX (GST)

All items in the prospective financial statements are stated exclusive of GST, except for receivables and payables - which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position. The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

## BUDGET FIGURES

The budget figures are those approved by the Council in its Long Term Plan 2021-31. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these prospective financial statements.

## COST ALLOCATION

The cost of service for each significant activity of the Council has been derived using the cost allocation system outlined below. Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific significant activity. Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff numbers and floor area.

## CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these prospective financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

### **Asset valuations and fair value assumption**

During the 2020 year, independent valuations were carried out on forestry, investment property and property held for sale, land and buildings, museum, library, harbour, parks and restricted land. A valuation was also done on roading as at 1 July 2019.

All assets have been valued on the fair value assumption while taking account of COVID-19 economic impacts. Fair value is the amount at which asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

## CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

Management has exercised no critical judgements in applying accounting policies to the budget.

# CAPITAL PROJECT LIST

## Rārangi mahi hua



The following table sets out the key capital projects that are planned for the period of the Long Term Plan.

PROJECT NAME	FUNDING	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>Transport Connections</b>												
Low Cost/Low Risk Improvements Road To Zero	LOAN 36 SUBSIDY 64	1,800,000	-	-	-	-	-	-	-	-	-	1,800,000
Blueberry Curves Road Safety Improvements	LOAN 36 SUBSIDY 64	380,000	3,526,020	-	-	-	-	-	-	-	-	3,906,020
Keepa Road Improvements	DEVCON 37 SUBSIDY 63	-	-	392,914	3,638,777	-	-	-	-	-	-	4,031,692
Non-Financially Assisted Seal Extensions	LOAN 100	750,000	773,250	796,448	819,544	843,311	867,767	892,933	918,828	945,474	972,892	8,580,447
Low Cost/Low Risk Improvements	LOAN 36 SUBSIDY 64	735,000	3,283,220	2,214,124	3,114,269	3,204,583	3,297,516	3,393,144	3,491,545	3,592,800	3,696,991	30,023,190
Active Whakatāne	DEVCON 3.8 LOAN 32.2 SUBSIDY 64	1,000,000	1,031,000	1,061,930	1,092,726	1,124,415	1,157,023	1,190,577	1,225,103	1,260,631	1,297,190	11,440,595
Low Cost/Low Risk Improvements - Structures	SUBSIDY 100	-	-	1,051,311	-	-	-	-	-	-	-	1,051,311
<b>Water Supply</b>												
Whakatāne Sludge Treatment	LOAN 100	-	828,000	1,061,910	1,090,582	-	-	-	-	-	-	2,980,492
Whakatāne Water - Coastlands Link Main	DEVCON 98 LOAN 2	-	-	-	-	-	-	-	-	635,824	-	635,824
Ōhope Water - Upgrade Pipes Harbour	LOAN 50 RENEWAL 50	-	-	-	708,878	-	-	-	-	-	-	708,878
Equalised Water Replace Water Take Consents	RENEWAL 100	-	-	-	163,587	112,221	-	-	-	-	-	275,808
Equalised Water Storage	LOAN 50 RENEWAL 50	-	-	-	109,058	140,276	144,204	3,571,639	34,435	-	1,022,635	5,022,247
Whakatāne Water Treatment Plant Upgrade	LOAN 100	400,000	517,500	3,929,067	1,635,872	-	-	-	-	-	-	6,482,439
Blueberry Curves Watermain Relocation	LOAN 70 RENEWAL 30	34,000	543,375	-	-	-	-	-	-	-	-	577,375
Murupara Water Storage Renewals	RENEWAL 100	-	-	-	-	39,277	-	476,219	-	-	-	515,496
Murupara Treatment Upgrades	LOAN 100	-	31,050	477,860	-	-	-	-	-	-	-	508,910
Replacement of Water Take Resource Consent	RENEWAL 100	-	-	-	65,435	44,888	-	-	-	-	-	110,323



PROJECT NAME	FUNDING	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Tāneatua Bore Replacement	RENEWAL 100	-	-	-	-	-	-	-	-	-	524,428	524,428
Rūātoki Water Treatment	LOAN 100	-	414,000	-	-	-	-	-	-	-	-	414,000
Plains Water Storage Renewals	RENEWAL 100	-	-	-	-	-	-	357,164	-	-	-	357,164
Plains Water Backflow Preventors	FEECHG 100	600,000	621,000	637,146	-	-	-	-	-	-	-	1,858,146
Replacement of Water Take Resource Consent	RENEWAL 100	30,000	-	-	-	-	-	-	-	-	-	30,000
Otumahi Water Storage	LOAN 95 RENEWAL 5	500,000	4,657,500	-	-	-	40,377	315,495	-	-	-	5,513,372
<b>Sewage Treatment and Disposal</b>												
Whakatāne Waste Water - Emergency Storage	DEVCON 6.8 LOAN 93.2	-	-	-	-	-	-	952,437	614,917	635,824	-	2,203,179
Whakatāne Waste Water - Upgrade Waste Water Treatment Plant	LOAN 70 RENEWAL 30	700,000	310,500	318,573	1,472,285	392,773	461,452	-	491,934	-	524,428	4,671,945
Equalised Sewer Network Renewals	RENEWAL 100	200,000	207,000	212,382	218,116	617,215	634,497	654,801	676,409	699,407	721,088	4,840,914
Equalised Waste Water Treatment Plant	LOAN 50 RENEWAL 50	-	-	-	-	-	1,153,630	2,381,093	2,459,669	6,358,244	26,221,399	38,574,036
Resource Consents for Waste Water Discharges	RENEWAL 100	-	-	371,669	654,349	-	-	-	-	-	-	1,026,017
Ōhope Sewer Rising Main Renewal	RENEWAL 100	-	-	-	-	-	-	-	-	-	1,093,432	1,093,432
Edgcumbe Waste Water Relining	RENEWAL 100	100,000	517,500	424,764	389,338	237,067	243,704	-	-	-	-	1,912,373
Matatā Wastewater Scheme	SUBSIDY 72 LOAN 28	600,000	724,500	3,114,936	7,452,307	7,174,653	-	-	-	-	-	19,066,396
Resource Consents for Waste Water Discharges	LOAN 100	-	103,500	159,287	218,116	280,552	-	-	-	-	-	761,455
Resource Consents for Waste Water Discharges	RENEWAL 100	-	-	106,191	109,058	224,442	-	-	-	-	-	439,691
<b>Stormwater Drainage</b>												
Whakatāne Stormwater Western Catchment Upgrade	DEVCON 5 LOAN 20 RENEWAL 75	335,000	3,379,275	796,433	-	-	-	-	-	-	-	4,510,708
Whakatāne Stormwater - Pipe Upgrades	LOAN 70 RENEWAL 30	-	51,750	796,433	-	-	-	59,527	922,376	-	-	1,830,086
Ōhope Stormwater - Maraetotara Stream	LOAN 100	80,000	-	-	-	-	-	-	-	-	-	80,000
Edgcumbe Stormwater - Stormwater Study	LOAN 100	-	25,875	79,643	-	-	-	-	-	-	-	105,518
Apanui Linear Park	LOAN 100	-	25,875	1,486,674	54,529	28,055	-	-	-	-	-	1,595,133
Edgcumbe Comprehensive Stormwater Consent and Upgrades	LOAN 100	-	-	31,857	196,305	33,666	-	-	-	-	-	261,828

PROJECT NAME	FUNDING	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Matatā Comprehensive Stormwater Consent and Upgrades	LOAN 100	-	-	-	49,076	201,998	-	-	-	-	-	251,074
Murupara Comprehensive Stormwater Consent and Upgrades	LOAN 100	-	-	-	70,888	134,665	34,609	-	-	-	-	240,162
Tāneatua Comprehensive Stormwater Consent and Upgrades	LOAN 100	-	-	69,024	32,717	-	-	-	-	-	-	101,742
Te Teko Comprehensive Stormwater Consent and Upgrades	LOAN 100	-	-	-	103,605	-	-	-	-	-	-	103,605
Te Mahoe Comprehensive Stormwater Consent and Upgrades	LOAN 100	-	-	-	103,605	-	-	-	-	-	-	103,605
<b>Waste Management and Minimisation</b>												
Local Organic Waste Processing Plant	SUBSIDY 100	80,000	321,300	-	169,627	-	-	-	-	-	-	570,927
<b>Community Experience</b>												
Library Collection Improvements	LOAN 50 RENEWAL 50	10,000	20,400	31,212	42,407	53,963	65,921	78,215	90,908	104,010	117,416	614,451
Playground Shade Sails	LOAN 100	-	40,760	41,453	42,116	42,790	43,389	44,083	44,833	45,550	46,142	391,116
Tidal Pool Remediation	RESTRICT 100	100,000	101,900	-	-	-	-	-	-	-	-	201,900
Sullivan Lake Footpath and Retaining Walls	RESTRICT 100	11,000	5,095	-	12,635	-	13,017	-	13,450	-	13,843	69,039
Significant Sites - Whakatāne Renewals	RENEWAL 100	75,000	50,950	62,179	63,174	70,604	75,931	77,146	49,316	89,392	41,528	655,220
Whakatāne New Cemetery	LOAN 100	-	509,500	518,162	-	802,313	813,545	-	-	-	-	2,643,520
Whakatāne Harbour Eastern Wall Strengthening	RESTRICT 100	-	478,930	-	-	-	-	-	-	-	-	478,930
In Town Wharf Remediation	LOAN 45.31 RENEWAL 35.69 RESTRICT 19	100,000	-	-	-	-	-	-	-	-	-	100,000
Waterfront Promenade	DEVCON 4.375 GENRATE 0.625 OPEXRES 38.125 RENEWAL 6.875 SUBSIDY 50	5,175,000	1,146,375	-	-	-	-	-	-	-	-	6,321,375

PROJECT NAME	FUNDING	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Kākahoroa Development (Civic Heart)	DEVCON 4.375 GENRATE 0.625 OPEXRES 38.125 RENEWAL 6.875 SUBSIDY 50	5,175,000	1,146,375	-	-	-	-	-	-	-	-	6,321,375
Holiday Park - Renewals	RENEWAL 100	50,000	50,950	51,816	52,645	53,488	54,236	55,104	56,041	56,938	57,678	538,896
Holiday Park Upgrades	LOAN 100	50,000	50,950	51,816	52,645	53,488	54,236	55,104	56,041	56,938	57,678	538,896
Multi Sports Events Centre	DEVCON 4.8 LOAN 35.8 RENEWAL 9.4 SUBSIDY 50	50,000	101,900	103,632	3,948,391	6,097,579	-	-	-	-	-	10,301,502
Seismic Strengthening - Halls	LOAN 100	-	-	-	-	-	-	-	494,864	-	-	494,864
Purchase of Boat Harbour Shares	-	-	5,488,163	4,100,000	-	-	-	-	-	-	-	9,588,163
<b>Corporate and District Activities</b>												
Investigate Enterprise Resource Planning (ERP) Replacement	LOAN 25 RENEWAL 75	200,000	2,048,000	2,078,720	-	-	-	-	-	-	-	4,326,720
Investigate Replacement of Asset Management System	LOAN 100	-	-	-	-	215,634	110,189	-	-	-	-	325,823
Exhibition Centre - LED Lighting	LOAN 100	15,000	81,920	-	-	-	-	-	-	-	-	96,920
Library HVAC - Fit For Purpose	LOAN 50 RENEWAL 50	250,000	-	-	-	-	-	-	-	-	-	250,000
Council Building - Upgrades and 'Green' Options	LOAN 100	-	6,656,312	-	-	-	-	-	-	-	-	6,656,312
Replacement of Windsock Structures	LOAN 25 OPEXRES 25 SUBSIDY 50	50,000	-	-	-	-	-	-	-	-	-	50,000
Runway Lighting Navigation Upgrade	LOAN 25 OPEXRES 25 SUBSIDY 50	200,000	-	-	-	-	-	-	-	-	-	200,000
		19,835,000	39,871,470	26,629,564	27,946,664	22,223,914	9,265,244	4,554,680	11,640,668	14,481,032	36,408,768	222,857,002
All other capital projects (includes renewals) \$		16,138,406	13,779,473	16,886,918	13,506,569	12,934,934	14,584,443	13,701,032	15,158,329	14,348,078	19,849,439	150,887,620
<b>Total capital projects \$</b>		<b>35,973,406</b>	<b>53,650,942</b>	<b>43,516,482</b>	<b>41,453,233</b>	<b>35,158,847</b>	<b>23,849,686</b>	<b>28,255,711</b>	<b>26,798,997</b>	<b>28,829,110</b>	<b>56,258,206</b>	<b>373,744,622</b>

# ALL ABOUT RATES

## Ngā Tāke Kaunihera

Rates contribute towards the costs of many essential services and community facilities that people use and rely on every day. These pages provide an overview of some key factors that determine how much money is needed from rates.



## Key factors that influence the cost of rates

### ONE/TAHI

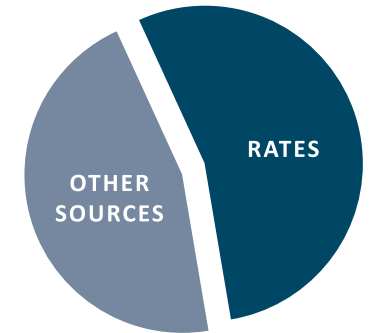
#### OUR BUDGET SETTING PROCESS



- The more we spend on projects, services and facilities for the district, the more revenue we need to raise to pay for it. While much of our revenue comes from sources other than rates, the overall level of spending is a key factor in determining whether or not rates will increase, and by how much.
- Budgets for Council spending are set through the Long Term Plan process every three years and refined yearly through the Annual Plan process.
- We can't do everything our communities want, as it would be too expensive. A big part of the elected members' role is to decide priorities.
- Through the Financial Strategy, we set limits on rates increases. This ultimately limits how much we spend overall.
- If we were to reduce costs, we would need to decide what services to reduce or cut.
- Many of our costs need to increase just to keep up with inflation.

### TWO/RUA

#### FUNDING FROM OTHER SOURCES



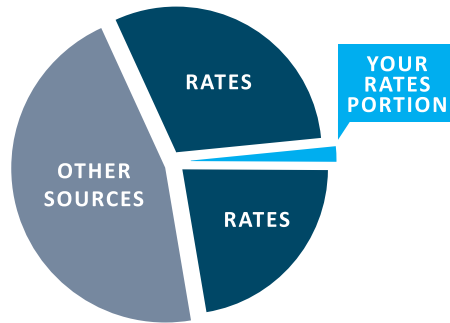
- Not all of Council's spending is funded by rates. In fact, 30-35 percent comes from other sources each year.
- We work hard to get as much funding or co-investment as we can from external sources.
- A number of the projects we plan depend upon securing external funding. If we can't find funding, the project doesn't go ahead because it wouldn't be affordable for our community.
- Fees and charges provide another funding source for services and facilities.
- Through the Financial Strategy, we set a limit on how much income should come from rates versus other sources.
- Our Revenue and Financing Policy determines the sources of funding for our various activities, services and facilities.



## THREE/TORU

### THE USE OF DEBT

- Borrowing money to pay for things means that ratepayers both now and in the future are contributing to the costs of the services and facilities they are using and benefiting from. For example, some assets have a life-span of more than fifty years. Borrowing money to pay for things also means that we can deliver some projects that might otherwise not be affordable and pay them off over time.
- Because debt is repaid through rates, we need to be mindful about how much we borrow.
- Through our [Financial Strategy](#), we set limits on debt, and on the amount of rates we use to repay debt.



## FOUR/WHĀ

### THE SYSTEM OF RATING

- There are 15,946 rateable properties in our district as at 30 June 2021. The total amount of rates revenue we need is divided amongst these properties.
- The amount of rates charged differs from one property to the next. This is based on a balance between the 'general rate' (assessed on the capital value of each rating unit), the 'uniform annual general charge' (a fixed charge on every rating unit in the district), and 'targeted rates' (that might apply depending on the services property owners can access or are likely to benefit from).
- Our rating philosophy and rating system determines how rates are distributed to properties. This is set out in our [Revenue and Financing Policy](#).
- Some key things to look out for are the balance of targeted rates versus general rates, and the balance of fixed charges versus capital value based charges.



## FIVE/RIMA

### OUR DAY-TO-DAY DISCIPLINE

- Staying within the budgets that have been set for any given year is a key part of rates affordability. This is because cost overruns in one year can cause a rating deficit, which would need to be recovered in the following year or years.
- As a local government entity, we have a high level of transparency with our financial management through corporate planning and reporting, and reporting to Committees.
- We are audited regularly to ensure we have good discipline when it comes to financial management.
- Our district faces unexpected costs from time to time, such as from storm events and natural hazards. As much as possible, we try to recover unexpected costs within existing budgets or from sources like insurance.

## Rateable properties in our district

The Council's rating requirement (the amount we need to collect from rates) is divided among the available 'rateable properties' in the district. Certain types of properties, like schools, churches, and recreation reserves, are not rateable. Our district is made up of 15,946 rateable properties. The table below shows the number of rateable properties in our district as at 30 June 2021. Properties are valued every three years by an independent valuer, and were last valued in September 2019.

The next review will take place in September 2022.

The financial forecasts in this Long Term Plan are based on no-change in the number of rateable units in the Whakatāne District. While some growth is expected, this provides a conservative approach. This will be updated annually to reflect the actual change.

	NUMBER OF RATEABLE RATING UNITS	RATEABLE CAPITAL VALUE \$MILLION
Whakatāne Commercial	526	723,319,700
Edgecumbe	648	243,039,000
Matatā	333	121,852,000
Murupara	768	80,461,300
Ōhope	1,885	1,523,794,500
Ōtarawairere	38	42,375,000
Rural	5,195	4,382,788,250
Tāneatua	285	52,561,000
Te Teko	277	58,209,700
Whakatāne Urban	5,991	3,407,020,500
<b>Total</b>	<b>15,946</b>	<b>10,635,420,950</b>

## Rates due dates

There will be four equal instalments (GST exclusive) for the 2021/2022 rates. A 10 percent penalty will be added to any part of the rates instalment that remains unpaid by the due date as shown in the table below as provided for in Section 57 and 58(1)(a) of the Local Government (Rating) Act 2002. Due dates are:

INSTALMENT	DUE DATE	PENALTY DATE
Instalment 1	Friday, 27 August 2021	Wednesday, 1 September 2021
Instalment 2	Friday, 26 November 2021	Wednesday, 1 December 2021
Instalment 3	Friday, 25 February 2022	Wednesday, 2 March 2022
Instalment 4	Friday, 20 May 2022	Wednesday, 25 May 2022

A further 10 percent penalty will be added on 1 October 2022 to any rates that were set prior to 1 July 2022 that are unpaid at 1 July 2022 and remain unpaid at 30 September 2022, as provided in Section 58(1)(b)(i) of the Local Government (Rating) Act 2002.

## Water rates due dates

Targeted rates for metered water supply will be invoiced separately from other rates invoices. A 10 percent penalty will be added to any part of the water rates that remain unpaid by the due date shown below as provided for in Section 57 and 58(1)(a) of the Local Government (Rating) Act 2002. Due dates are:

READING	SCHEME	DUE DATE	PENALTY DATE
1st reading	Plains	Friday, 22 October 2021	Wednesday, 27 October 2021
2nd reading	All metered schemes	Friday, 21 January 2022	Wednesday, 26 January 2022
3rd reading	Plains	Friday, 22 April 2022	Wednesday, 27 April 2022
4th reading	All metered schemes	Friday, 22 July 2022	Wednesday 27 July 2022

# Funding impact statement (Rating)

The 'Funding Impact Statement- Rating' sets out the detail behind each of the various rating categories. You will find that this information is very similar to that which appears on the back of your rates invoice. Rating units defined as 'Commercial and Industrial' are

any properties zoned or used for commercial industrial purposes. 'Rural' is defined as all rural zoned land, except commercial and industrial properties as defined above. Note: All figures in this table are GST exclusive. GST will apply at the current rate of 15%.

	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>GENERAL RATES</b>											
<b>Total amount required</b>		24,626,069	26,621,915	28,751,249	27,965,889	28,442,607	29,272,690	29,692,130	29,770,050	29,656,662	30,249,668
<i>The Council sets a general rate on the capital value (CV) of each applicable rating unit in the District on a stepped differential basis (per CV\$).</i>											
	<b>per CV\$</b>										
District wide rating units with capital value less than \$15 million (step 1)	0.00137528	13,999,674	15,201,745	16,487,739	15,673,180	15,852,177	16,362,635	16,517,383	16,330,606	16,021,926	16,227,277
District wide rating units with capital value greater than \$15 million (step 2)*	0.00103146	477,869	515,860	556,240	525,697	528,639	542,537	544,551	535,345	522,270	526,003
Uniform Annual General Charge on all rating units in the District	667.67	10,148,526	10,904,311	11,707,270	11,767,012	12,061,792	12,367,517	12,630,196	12,904,099	13,112,467	13,496,388
<i>* Council uses a differential for all rating units with capital value over \$15 million to reduce the total rate those 20 rating units are charged.</i>											
<b>ROADING RATES</b>											
<b>Total amount required</b>		5,984,848	6,491,811	6,695,310	6,874,798	7,118,861	7,329,837	7,579,391	7,855,631	8,159,060	8,439,109
<i>The Council sets the roading rate on the capital value of each applicable rating unit in the District (cents per CV\$).</i>											
	<b>per CV\$</b>										
District wide rating units (per CV\$)	0.00050608	5,386,363	5,842,630	6,025,779	6,187,318	6,406,975	6,596,853	6,821,452	7,070,068	7,343,154	7,595,198
Fixed targeted rate on all rating units in the District	39.37	598,485	649,181	669,531	687,480	711,886	732,984	757,939	785,563	815,906	843,911

	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

### COMMUNITY BOARD RATES

<b>Total amount required</b>		<b>368,679</b>	<b>375,772</b>	<b>382,717</b>	<b>389,418</b>	<b>397,006</b>	<b>405,481</b>	<b>411,462</b>	<b>419,129</b>	<b>427,527</b>	<b>434,822</b>
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The Community Board rate funds the Governance activity. The Community Board rate is set to fund the costs of the five Community Boards. The Council sets the targeted rate on rating units within each of the following locations.

	Rates										
Whakatāne/Ōhope	22.63	192,345	196,020	199,745	203,207	207,049	211,292	214,698	218,670	223,032	226,781
Rangitaiki	17.37	72,275	73,659	74,991	76,319	77,818	79,479	80,642	82,149	83,779	85,235
Tāneatua	37.17	47,610	48,520	49,362	50,235	51,249	52,387	53,087	54,092	55,181	56,160
Murupara	44.76	56,448	57,574	58,619	59,657	60,891	62,323	63,035	64,218	65,535	66,645

### STORMWATER RATES

<b>Total amount required</b>		<b>3,821,675</b>	<b>3,959,423</b>	<b>4,213,107</b>	<b>4,451,820</b>	<b>4,585,450</b>	<b>4,736,066</b>	<b>4,820,183</b>	<b>4,802,697</b>	<b>4,956,974</b>	<b>5,133,195</b>
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The Council sets a fixed targeted rate for stormwater on rating units per scheme and a rate on the capital value differentially per scheme as follows:

	Differential	Fixed targeted rate per rateable unit \$	per CV\$										
Whakatāne Urban	1.0	107.12	0.00048023	2,156,862	2,257,970	2,444,654	2,610,718	2,681,325	2,785,129	2,843,324	2,847,193	2,973,513	3,110,042
Whakatāne Commercial and Industrial*	2.2	107.12	0.00105651	647,455	665,633	707,954	742,943	750,041	766,033	769,163	757,736	778,744	801,727
Matatā	1.0	53.99	0.00048023	70,399	72,238	74,754	76,814	83,335	95,144	100,334	100,604	103,108	105,283
Ōhope	1.0	73.54	0.00026836	554,502	560,359	566,177	570,216	585,916	582,972	587,176	579,638	586,908	591,264
Edgecumbe	1.0	125.78	0.00071348	314,959	323,357	335,811	360,415	376,709	394,072	397,116	393,065	386,975	394,425
Tāneatua	1.0	22.10	0.00034262	23,779	24,536	27,175	29,355	35,053	35,877	36,626	36,530	37,574	38,397
Murupara	1.0	13.27	0.00042430	38,380	39,709	40,739	42,705	46,439	49,842	59,108	60,565	62,293	63,827
Te Mahoe Land Drainage	1.0	70.15	0.00124254	6,735	6,939	7,111	8,563	12,448	12,678	12,885	12,804	13,105	13,331
Te Teko Land Drainage	1.0	16.81	0.00035693	8,606	8,684	8,732	10,089	14,185	14,319	14,450	14,562	14,754	14,898

\* A differential targeted rate calculated on capital value is charged for Whakatāne Commercial and Industrial rating units, due to the greater level of impermeable surfaces putting greater pressure on stormwater systems.



	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>DISTRICT GROWTH RATES</b>												
<b>Total amount required</b>		891,607	909,618	981,444	997,914	1,018,542	1,041,839	1,053,952	1,073,221	1,094,402	1,114,539	
<i>The District Growth rate funds the Economic Development Activity.</i>												
The Council sets a fixed targeted rate per commercial and industrial rating unit within the district	372.12	233,021	227,404	245,361	249,478	254,635	260,460	263,488	268,305	273,600	278,635	
<b>Total amount required from per CV\$</b>		668,705	682,213	736,083	748,435	763,906	781,379	790,464	804,916	820,801	835,904	
	<b>Differential</b>	<b>per CV\$</b>										
The Council sets a targeted rate on the capital value for all commercial and industrial rating units outside the Whakatāne urban area (per CV\$).	1.0	0.00052029	94,555	96,466	104,083	105,829	108,017	110,488	111,772	113,816	116,062	118,198
The Council sets a targeted rate on the capital value for all commercial and industrial rating units within the Whakatāne urban area (per CV\$).	2.0	0.00104057	574,150	585,748	632,000	642,606	655,889	670,892	678,692	691,100	704,739	717,707
<b>REFUSE REMOVAL RATES</b>												
<b>Total amount required</b>		3,287,092	3,482,536	3,750,805	3,955,744	4,093,393	4,163,198	4,297,136	4,440,733	4,594,621	4,737,500	
<i>The Refuse Removal rate funds the Waste Group of Activities. The Council sets a targeted rate to fund the collection and disposal of the Council-approved refuse and recycling bins. This targeted rate is set as a fixed amount where a service is available to the rating unit. A rating unit can apply for more than one service and will be charged accordingly. The service applicable to each category is: Residential - refuse, recycling and green waste; Rural and Commercial - refuse and recycling</i>												
Residential - per service		242.72	2,016,788	2,145,178	2,318,167	2,454,654	2,552,609	2,609,362	2,705,197	2,807,745	2,917,444	3,020,782
Rural/commercial - per service		209.19	825,896	871,563	936,576	983,249	1,009,744	1,018,343	1,044,241	1,072,074	1,101,992	1,128,853
Ōhope residential * - per service		245.47	434,234	455,067	484,543	505,755	518,631	522,980	534,871	547,747	561,655	574,008
Ōhope commercial - per service		211.94	10,173	10,728	11,519	12,086	12,408	12,513	12,828	13,166	13,530	13,856
<i>*The Council provides an additional three recycling collections during the summer holiday period for Ōhope.</i>												

	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>WATER RATES</b>												
<b>Total amount required</b>		7,064,569	7,548,591	8,261,138	8,869,728	9,157,415	9,275,858	9,489,571	9,999,874	10,341,454	10,645,156	
<p>The Council sets water rates on a differential based on provision of service, land use and location.</p> <p><b>Connected</b> - any rating unit that is connected directly or indirectly to a Council operated waterworks.</p> <p><b>Available</b> - any rating unit that is not connected to a Council operated waterworks, but is within 100 metres of such waterworks</p> <p><b>Note:</b> All water by meter consumption that is invoiced during the current rating year will be calculated on the charges detailed below</p>												
	Per connection \$	Rate \$	Total \$									
<b>Ruatāhuna</b>												
Connected	-	-	-	-	-	-	-	-	-	-	-	
Connected - commercial	-	-	-	-	-	-	-	-	-	-	-	
<b>Plains and Awakeri Extension</b>												
Connected - metered	248.55	-	468,269	541,061	621,619	666,728	673,987	691,933	705,918	723,588	750,229	763,709
Water by meter	-	0.27	459,403	568,592	689,429	757,092	767,980	794,900	815,877	842,382	882,344	902,563
Excess water by meter*	-	0.90	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000	243,000
<b>Murupara</b>												
Connected - metered	156.78	-	5,801	6,409	7,146	8,533	8,691	8,846	9,067	9,320	9,723	9,983
Connected - non metered	384.09	-	256,189	283,051	315,589	376,865	383,800	390,661	400,434	411,590	429,402	440,890
Available - not connected	156.78	-	16,305	18,015	20,086	23,986	24,427	24,864	25,486	26,196	27,330	28,061
Water by meter	-	1.03	38,407	42,434	47,312	56,498	57,537	58,566	60,031	61,704	64,374	66,096
<b>All other schemes</b>												
Connected - metered	206.68	-	2,032,468	2,132,724	2,306,943	2,462,874	2,547,443	2,571,139	2,631,811	2,796,472	2,888,555	2,981,673
Connected - non metered	549.51	-	324,212	338,434	364,211	386,880	408,525	412,325	422,055	448,461	463,228	478,161
Available - not connected	206.68	-	76,471	79,275	84,730	89,392	97,030	97,933	100,244	106,516	110,023	113,570
Water by meter	-	1.56	3,144,046	3,295,595	3,561,073	3,797,879	3,944,995	3,981,691	4,075,648	4,330,645	4,473,245	4,617,449
<p>*The council sets an additional targeted rate for any excess water consumed that is over and above the purchased entitlement for each rating unit connected to these water supplies. An overuse targeted rate is set for the excess volume consumed over and above the purchased entitlement. Note: Where rating units meet the definition of being contiguous either under legislation or Council policy, the entitlements for such properties will be aggregated prior to an imposition of the overuse penalty.</p>												

	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>SEWERAGE RATES</b>											
<b>Total amount required</b>		5,100,521	5,305,919	5,456,647	5,602,971	5,815,727	5,980,713	6,184,001	6,455,136	6,796,613	7,223,139
<p><i>The Council sets sewerage rates on land use and provision of service. Land use is residential, rural or commercial / industrial. For residential and rural rating units, the Council sets fixed targeted rates per separately used or inhabited part of a rating unit* to fund sewage disposal. Commercial / industrial properties are charged per pan.</i></p> <p><b>Connected</b> - any rating unit that is connected to a public sewerage drain.</p> <p><b>Available</b> - any rating unit that is not connected to a public sewerage drain but is within 30 metres of such a drain.</p>											
	<b>Rate \$</b>										
Available - all schemes	206.10	80,998	83,373	84,767	85,907	88,135	89,556	91,618	94,497	98,483	103,957
Connected - all schemes	412.20	4,720,533	4,909,910	5,043,717	5,164,048	5,351,776	5,492,792	5,675,168	5,911,253	6,220,710	6,629,967
Available - Murupara	192.90	16,203	16,943	17,784	19,131	20,367	21,589	22,610	24,354	25,873	26,512
Connected - Murupara	385.79	282,787	295,693	310,379	333,885	355,450	376,776	394,605	425,031	451,547	462,703
<p>* Any part of a rating unit that is, or is able to be, separately used or inhabited by the ratepayer, or by any other person or body having a right to use or inhabit that part by virtue of a tenancy, lease, licence, or other agreement.</p>											
<b>EPIC RATES</b>											
<b>Total amount required</b>		80,000	81,600	83,232	84,813	86,340	87,894	89,388	90,908	92,453	93,933
<p><i>A targeted rate has been set to fund EPIC (Events Promotions Initiatives Community). This rate is based on the capital value of the rateable units identified as the Whakatāne Central Business District in the Whakatāne District Plan.</i></p>											
Fixed charge		-	-	-	-	-	-	-	-	-	-
Number of rateable urban properties		102	102	102	102	102	102	102	102	102	102
CV rate \$		0.00063082	0.00064343	0.00065630	0.00066877	0.00068081	0.00069306	0.00070484	0.00071683	0.00072901	0.00074068

	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>PERCENTAGE OF RATES THAT ARE FIXED CHARGES</b>											
<i>Under the Local Government Rating Act (LGRA), a maximum of 30 percent of total rates income can come from fixed rates, such as targeted rates or uniform annual charges. The following table shows the fixed rates set by the Council for the next 10 years and the percentage of the total rates that these represent.</i>											
<b>Report on 30% Cap (Section 21 LGRA)</b>		<b>\$ Excl. GST</b>									
<b>Targeted rates that are set on a uniform basis and calculated in accordance with section 18(2) or clause 7 of Schedule 3</b>											
Uniform Annual General Charge		10,148,526	10,904,311	11,707,270	11,767,012	12,061,792	12,367,517	12,630,196	12,904,099	13,112,467	13,496,388
Roading		598,485	649,181	669,531	687,480	711,886	732,984	757,939	785,563	815,906	843,911
Community Boards		368,679	375,772	382,717	389,418	397,006	405,481	411,462	419,129	427,527	434,822
Stormwater		955,419	989,856	1,053,277	1,112,955	1,146,362	1,184,016	1,205,046	1,200,674	1,239,244	1,283,299
District Growth		222,902	227,404	245,361	249,478	254,635	260,460	263,488	268,305	273,600	278,635
<b>Total Uniform Annual General Charge and targeted rates</b>		<b>12,294,010</b>	<b>13,146,524</b>	<b>14,058,156</b>	<b>14,206,343</b>	<b>14,571,682</b>	<b>14,950,458</b>	<b>15,268,132</b>	<b>15,577,771</b>	<b>15,868,744</b>	<b>16,337,054</b>
<b>Total rates excluding GST</b>		<b>51,225,059</b>	<b>54,777,185</b>	<b>58,575,649</b>	<b>59,193,095</b>	<b>60,715,341</b>	<b>62,293,576</b>	<b>63,617,215</b>	<b>64,907,379</b>	<b>66,119,766</b>	<b>68,071,060</b>
<b>Uniform rates as a percentage of total rates</b>		<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>	<b>24%</b>
<b>Targeted rates than are set on a differential uniform basis, not included in the 30% cap</b>											
Refuse Removal Rate		3,287,092	3,482,536	3,750,805	3,955,744	4,093,393	4,163,198	4,297,136	4,440,733	4,594,621	4,737,500

## Indicative rating examples for year 1 (2021/22)



YEAR 1 2021/22 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	336.94	687.64	2,005.16	577.62	1,086.47	517.11	563.87	1,182.74	138.90
Uniform Annual General Charge	667.67	667.67	667.67	667.67	667.67	667.67	667.67	667.67	667.67
Roading CV	123.99	253.04	737.87	212.55	399.80	190.29	207.49	435.23	51.11
Roading Fixed Targeted Rate	39.37	39.37	39.37	39.37	39.37	39.37	39.37	39.37	39.37
Community Boards	22.63	22.63	22.63	22.63	22.63	17.37	17.37	17.37	44.76
Stormwater Fixed Targeted Rate	107.12	107.12	107.12	107.12	107.12	125.78	53.99	53.99	13.27
Stormwater CV	117.66	240.12	700.18	443.74	834.64	268.27	196.90	413.00	42.85
District Growth	-	-	-	809.16	1,194.17	-	-	-	-
Refuse Removal	242.72	242.72	242.72	209.19	242.72	242.72	242.72	242.72	242.72
Water	549.51	549.51	549.51	549.51	549.51	549.51	549.51	549.51	384.09
Sewerage	412.20	412.20	412.20	412.20	412.20	412.20	-	-	385.79
<b>Subtotal (excluding GST)</b>	<b>2,619.81</b>	<b>3,222.02</b>	<b>5,484.43</b>	<b>4,050.76</b>	<b>5,556.30</b>	<b>3,030.29</b>	<b>2,538.89</b>	<b>3,601.60</b>	<b>2,010.53</b>
<b>Plus GST at 15%</b>	<b>392.97</b>	<b>483.30</b>	<b>822.66</b>	<b>607.61</b>	<b>833.45</b>	<b>454.54</b>	<b>380.83</b>	<b>540.24</b>	<b>301.58</b>
<b>2021/22 Total indicative rates incl. GST</b>	<b>\$3,012.78</b>	<b>\$3,705.32</b>	<b>\$6,307.09</b>	<b>\$4,658.37</b>	<b>\$6,389.75</b>	<b>\$3,484.83</b>	<b>\$2,919.72</b>	<b>\$4,141.84</b>	<b>\$2,312.11</b>
<b>2020/21 Total indicative rates incl. GST</b>	<b>\$2,852.49</b>	<b>\$3,505.56</b>	<b>\$5,959.00</b>	<b>\$4,377.14</b>	<b>\$5,950.23</b>	<b>\$3,261.15</b>	<b>\$2,767.46</b>	<b>\$3,890.54</b>	<b>\$2,069.67</b>
<b>Changes - 2021/22 comparing 2020/21 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>5.62%</b>	<b>5.70%</b>	<b>5.84%</b>	<b>6.43%</b>	<b>7.39%</b>	<b>6.86%</b>	<b>5.50%</b>	<b>6.46%</b>	<b>11.71%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
391.96	206.29	1,478.43	921.44	1,188.25	2,181.20	266.81	124.46	2,028.54	4,607.20	22,537.47	44,352.91
667.67	667.67	667.67	667.67	667.67	667.67	667.67	667.67	667.67	667.67	667.67	-
144.23	75.91	544.04	339.07	437.25	802.65	98.18	45.80	746.47	1,695.37	8,527.48	19,231.10
39.37	39.37	39.37	39.37	39.37	39.37	39.37	39.37	39.37	39.37	39.37	-
44.76	17.37	22.63	22.63	22.63	22.63	37.17	17.37	17.37	17.37	22.63	-
-	16.81	73.54	73.54	73.54	73.54	22.10	-	-	-	107.12	-
-	53.54	288.49	179.80	231.87	425.63	66.47	-	-	-	17,802.23	-
-	-	-	-	-	-	-	-	-	-	17,905.76	19,770.87
209.19	242.72	242.72	245.47	245.47	245.47	242.72	209.19	209.19	209.31	209.19	-
-	308.28	549.51	549.51	549.51	549.51	549.51	308.28	308.28	308.28	549.51	-
-	-	412.20	412.20	412.20	412.20	412.20	-	-	-	4,122.02	-
<b>1,497.18</b>	<b>1,627.96</b>	<b>4,318.60</b>	<b>3,450.70</b>	<b>3,867.76</b>	<b>5,419.87</b>	<b>2,402.20</b>	<b>1,412.14</b>	<b>4,016.89</b>	<b>7,544.57</b>	<b>72,490.45</b>	<b>83,354.88</b>
<b>224.58</b>	<b>244.19</b>	<b>647.79</b>	<b>517.61</b>	<b>580.16</b>	<b>812.98</b>	<b>360.33</b>	<b>211.82</b>	<b>602.53</b>	<b>1,131.69</b>	<b>10,873.57</b>	<b>12,503.23</b>
<b>\$1,721.76</b>	<b>\$1,872.15</b>	<b>\$4,966.39</b>	<b>\$3,968.31</b>	<b>\$4,447.92</b>	<b>\$6,232.85</b>	<b>\$2,762.53</b>	<b>\$1,623.96</b>	<b>\$4,619.42</b>	<b>\$8,676.26</b>	<b>\$83,364.01</b>	<b>\$95,858.11</b>
<b>\$1,676.08</b>	<b>\$1,716.04</b>	<b>\$4,721.42</b>	<b>\$3,769.16</b>	<b>\$4,225.30</b>	<b>\$5,922.91</b>	<b>\$2,602.44</b>	<b>\$1,495.91</b>	<b>\$4,398.93</b>	<b>\$8,330.44</b>	<b>\$71,738.04</b>	<b>\$92,451.28</b>
2.73%	9.10%	5.19%	5.28%	5.27%	5.23%	6.15%	8.56%	5.01%	4.15%	16.21%	3.69%

## Indicative rating examples for year 2 (2022/23)



YEAR 2 2022/23 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	363.73	742.31	2,164.58	623.54	1,172.85	558.22	608.69	1,276.77	149.95
Uniform Annual General Charge	711.77	711.77	711.77	711.77	711.77	711.77	711.77	711.77	711.77
Roading CV	133.74	272.94	795.88	229.27	431.24	205.25	223.81	469.45	55.13
Roading Fixed Targeted Rate	42.37	42.37	42.37	42.37	42.37	42.37	42.37	42.37	42.37
Community Boards	22.75	22.75	22.75	22.75	22.75	17.71	17.71	17.71	45.66
Stormwater Fixed Targeted Rate	109.66	109.66	109.66	109.66	109.66	129.14	55.40	55.40	13.73
Stormwater CV	121.00	246.95	720.10	456.36	858.39	275.42	202.50	424.75	44.34
District Growth	-	-	-	825.51	1,218.30	-	-	-	-
Refuse Removal	254.50	254.50	254.50	220.76	254.50	254.50	254.50	254.50	254.50
Water	573.62	573.62	573.62	573.62	573.62	573.62	573.62	573.62	424.36
Sewerage	424.29	424.29	424.29	424.29	424.29	424.29	-	-	403.40
<b>Subtotal (excluding GST)</b>	<b>2,757.43</b>	<b>3,401.16</b>	<b>5,819.52</b>	<b>4,239.90</b>	<b>5,819.74</b>	<b>3,192.29</b>	<b>2,690.37</b>	<b>3,826.34</b>	<b>2,145.21</b>
<b>Plus GST at 15%</b>	<b>413.61</b>	<b>510.17</b>	<b>872.93</b>	<b>635.99</b>	<b>872.96</b>	<b>478.84</b>	<b>403.56</b>	<b>573.95</b>	<b>321.78</b>
<b>2022/23 Total indicative rates incl. GST</b>	<b>\$3,171.04</b>	<b>\$3,911.33</b>	<b>\$6,692.45</b>	<b>\$4,875.89</b>	<b>\$6,692.70</b>	<b>\$3,671.13</b>	<b>\$3,093.93</b>	<b>\$4,400.29</b>	<b>\$2,466.99</b>
<b>2021/22 Total indicative rates incl. GST</b>	<b>\$3,012.78</b>	<b>\$3,705.32</b>	<b>\$6,307.09</b>	<b>\$4,658.37</b>	<b>\$6,389.75</b>	<b>\$3,484.83</b>	<b>\$2,919.72</b>	<b>\$4,141.84</b>	<b>\$2,312.11</b>
<b>Changes - 2022/23 comparing 2021/22 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>5.25%</b>	<b>5.56%</b>	<b>6.11%</b>	<b>4.67%</b>	<b>4.74%</b>	<b>5.35%</b>	<b>5.97%</b>	<b>6.24%</b>	<b>6.70%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
423.12	222.69	1,595.97	994.70	1,282.71	2,354.61	288.02	134.36	2,189.82	4,973.48	23,215.77	47,879.03
711.77	711.77	711.77	711.77	711.77	711.77	711.77	711.77	711.77	711.77	711.77	-
155.57	81.88	586.81	365.74	471.63	865.76	105.90	49.40	805.16	1,828.68	8,652.09	20,743.19
42.37	42.37	42.37	42.37	42.37	42.37	42.37	42.37	42.37	42.37	42.37	-
45.66	17.71	22.75	22.75	22.75	22.75	37.88	17.71	17.71	17.71	22.75	-
-	16.96	74.32	74.32	74.32	74.32	22.80	-	-	-	109.66	-
-	54.02	291.54	181.70	234.32	430.12	68.58	-	-	-	17,222.09	-
-	-	-	-	-	-	-	-	-	-	17,205.88	20,170.25
220.76	254.50	254.50	257.25	257.25	257.25	254.50	220.76	220.76	220.76	220.76	-
-	361.11	573.62	573.62	573.62	573.62	573.62	361.11	361.11	361.11	573.62	-
-	-	424.29	424.29	424.29	424.29	424.29	-	-	-	4,242.92	-
1,599.25	1,763.01	4,577.94	3,648.51	4,095.03	5,756.86	2,529.73	1,537.48	4,348.70	8,155.88	72,219.68	88,792.47
239.89	264.45	686.69	547.28	614.25	863.53	379.46	230.62	652.31	1,223.38	10,832.95	13,318.87
\$1,839.14	\$2,027.46	\$5,264.63	\$4,195.79	\$4,709.28	\$6,620.39	\$2,909.19	\$1,768.10	\$5,001.01	\$9,379.26	\$83,052.63	\$102,111.34
\$1,721.76	\$1,872.15	\$4,966.39	\$3,968.31	\$4,447.92	\$6,232.85	\$2,762.53	\$1,623.96	\$4,619.42	\$8,676.26	\$83,364.01	\$95,858.11
6.82%	8.30%	6.01%	5.73%	5.88%	6.22%	5.31%	8.88%	8.26%	8.10%	(%0.37)	6.52%



## Indicative rating examples for year 3 (2023/24)



YEAR 3 2023/24 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	392.20	800.42	2,334.01	672.35	1,264.66	601.91	656.34	1,376.72	161.68
Uniform Annual General Charge	758.24	758.24	758.24	758.24	758.24	758.24	758.24	758.24	758.24
Roading CV	137.16	279.92	816.26	235.14	442.28	210.50	229.54	481.47	56.54
Roading Fixed Targeted Rate	43.36	43.36	43.36	43.36	43.36	43.36	43.36	43.36	43.36
Community Boards	22.86	22.86	22.86	22.86	22.86	18.03	18.03	18.03	46.49
Stormwater Fixed Targeted Rate	116.16	116.16	116.16	116.16	116.16	134.11	57.33	57.33	14.09
Stormwater CV	128.74	262.74	766.15	485.54	913.28	286.03	215.45	451.91	45.49
District Growth	-	-	-	890.69	1,314.50	-	-	-	-
Refuse Removal	271.16	271.16	271.16	237.23	271.16	271.16	271.16	271.16	271.16
Water	617.31	617.31	617.31	617.31	617.31	617.31	617.31	617.31	473.15
Sewerage	431.38	431.38	431.38	431.38	431.38	431.38	-	-	423.44
<b>Subtotal (excluding GST)</b>	<b>2,918.57</b>	<b>3,603.55</b>	<b>6,176.89</b>	<b>4,510.26</b>	<b>6,195.19</b>	<b>3,372.03</b>	<b>2,866.76</b>	<b>4,075.53</b>	<b>2,293.64</b>
<b>Plus GST at 15%</b>	<b>437.79</b>	<b>540.53</b>	<b>926.53</b>	<b>676.54</b>	<b>929.28</b>	<b>505.80</b>	<b>430.01</b>	<b>611.33</b>	<b>344.05</b>
<b>2023/24 Total indicative rates incl. GST</b>	<b>\$3,356.36</b>	<b>\$4,144.08</b>	<b>\$7,103.42</b>	<b>\$5,186.80</b>	<b>\$7,124.47</b>	<b>\$3,877.83</b>	<b>\$3,296.77</b>	<b>\$4,686.86</b>	<b>\$2,637.69</b>
<b>2022/23 Total indicative rates incl. GST</b>	<b>\$3,171.04</b>	<b>\$3,911.33</b>	<b>\$6,692.45</b>	<b>\$4,875.89</b>	<b>\$6,692.70</b>	<b>\$3,671.13</b>	<b>\$3,093.93</b>	<b>\$4,400.29</b>	<b>\$2,466.99</b>
<b>Changes - 2023/24 comparing 2022/23 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>5.84%</b>	<b>5.95%</b>	<b>6.14%</b>	<b>6.38%</b>	<b>6.45%</b>	<b>5.63%</b>	<b>6.56%</b>	<b>6.51%</b>	<b>6.92%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
456.24	240.12	1,720.89	1,072.56	1,383.12	2,538.92	310.56	144.88	2,361.23	5,362.79	25,033.02	51,626.85
758.24	758.24	758.24	758.24	758.24	758.24	758.24	758.24	758.24	758.24	758.24	-
159.56	83.98	601.84	375.10	483.71	887.92	108.61	50.67	825.77	1,875.49	8,873.57	21,274.17
43.36	43.36	43.36	43.36	43.36	43.36	43.36	43.36	43.36	43.36	43.36	-
46.49	18.03	22.86	22.86	22.86	22.86	38.53	18.03	18.03	18.03	22.86	-
-	17.05	75.09	75.09	75.09	75.09	25.26	-	-	-	116.16	-
-	54.32	294.57	183.59	236.75	434.59	75.96	-	-	-	18,323.45	-
-	-	-	-	-	-	-	-	-	-	18,564.51	21,762.96
237.23	271.16	271.16	273.91	273.91	273.91	271.16	237.23	237.23	237.23	237.23	-
-	419.58	617.31	617.31	617.31	617.31	617.31	419.58	419.58	419.58	617.31	-
-	-	431.38	431.38	431.38	431.38	431.38	-	-	-	4,313.82	-
<b>1,701.12</b>	<b>1,905.84</b>	<b>4,836.70</b>	<b>3,853.40</b>	<b>4,325.73</b>	<b>6,083.58</b>	<b>2,680.37</b>	<b>1,671.99</b>	<b>4,663.44</b>	<b>8,714.72</b>	<b>76,903.53</b>	<b>94,663.98</b>
<b>255.17</b>	<b>285.88</b>	<b>725.51</b>	<b>578.01</b>	<b>648.86</b>	<b>912.54</b>	<b>402.06</b>	<b>250.80</b>	<b>699.52</b>	<b>1,307.21</b>	<b>11,535.53</b>	<b>14,199.60</b>
<b>\$1,956.29</b>	<b>\$2,191.72</b>	<b>\$5,562.21</b>	<b>\$4,431.41</b>	<b>\$4,974.59</b>	<b>\$6,996.12</b>	<b>\$3,082.43</b>	<b>\$1,922.79</b>	<b>\$5,362.96</b>	<b>\$10,021.93</b>	<b>\$88,439.06</b>	<b>\$108,863.58</b>
<b>\$1,839.14</b>	<b>\$2,027.46</b>	<b>\$5,264.63</b>	<b>\$4,195.79</b>	<b>\$4,709.28</b>	<b>\$6,620.39</b>	<b>\$2,909.19</b>	<b>\$1,768.10</b>	<b>\$5,001.01</b>	<b>\$9,379.26</b>	<b>\$83,052.63</b>	<b>\$102,111.34</b>
6.37%	8.10%	5.65%	5.62%	5.63%	5.68%	5.95%	8.75%	7.24%	6.85%	6.49%	6.61%

## Indicative rating examples for year 4 (2024/25)



YEAR 4 2024/25 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital Value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	370.67	756.47	2,205.85	635.43	1,195.22	568.86	620.30	1,301.12	152.81
Uniform Annual General Charge	756.23	756.23	756.23	756.23	756.23	756.23	756.23	756.23	756.23
Roading CV	140.06	285.83	833.49	240.10	451.62	214.95	234.38	491.63	57.74
Roading Fixed Targeted Rate	44.18	44.18	44.18	44.18	44.18	44.18	44.18	44.18	44.18
Community Boards	22.94	22.94	22.94	22.94	22.94	18.35	18.35	18.35	47.31
Stormwater Fixed Targeted Rate	121.42	121.42	121.42	121.42	121.42	143.94	58.91	58.91	14.77
Stormwater CV	135.15	275.82	804.28	509.71	958.74	306.99	226.17	474.41	47.68
District Growth	-	-	-	905.64	1,336.56	-	-	-	-
Refuse Removal	283.15	283.15	283.15	249.05	283.15	283.15	283.15	283.15	283.15
Water	655.73	655.73	655.73	655.73	655.73	655.73	655.73	655.73	565.02
Sewerage	437.19	437.19	437.19	437.19	437.19	437.19	-	-	455.51
<b>Subtotal (excluding GST)</b>	<b>2,966.72</b>	<b>3,638.96</b>	<b>6,164.46</b>	<b>4,577.62</b>	<b>6,262.98</b>	<b>3,429.57</b>	<b>2,897.40</b>	<b>4,083.71</b>	<b>2,424.40</b>
<b>Plus GST at 15%</b>	<b>445.01</b>	<b>545.84</b>	<b>924.67</b>	<b>686.64</b>	<b>939.45</b>	<b>514.44</b>	<b>434.61</b>	<b>612.56</b>	<b>363.66</b>
<b>2024/25 Total indicative rates incl. GST</b>	<b>\$3,411.73</b>	<b>\$4,184.80</b>	<b>\$7,089.13</b>	<b>\$5,264.26</b>	<b>\$7,202.43</b>	<b>\$3,944.01</b>	<b>\$3,332.01</b>	<b>\$4,696.27</b>	<b>\$2,788.06</b>
<b>2023/24 Total indicative rates incl. GST</b>	<b>\$3,356.36</b>	<b>\$4,144.08</b>	<b>\$7,103.42</b>	<b>\$5,186.80</b>	<b>\$7,124.47</b>	<b>\$3,877.83</b>	<b>\$3,296.77</b>	<b>\$4,686.86</b>	<b>\$2,637.69</b>
<b>Changes - 2024/25 comparing 2023/24 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>1.65%</b>	<b>0.98%</b>	<b>(%0.20)</b>	<b>1.49%</b>	<b>1.09%</b>	<b>1.71%</b>	<b>1.07%</b>	<b>0.20%</b>	<b>5.70%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
431.19	226.94	1,626.40	1,013.66	1,307.17	2,399.51	293.51	136.92	2,231.57	5,068.32	23,658.46	48,792.04
756.23	756.23	756.23	756.23	756.23	756.23	756.23	756.23	756.23	756.23	756.23	-
162.93	85.75	614.54	383.02	493.92	906.67	110.90	51.74	843.21	1,915.09	9,060.94	21,723.39
44.18	44.18	44.18	44.18	44.18	44.18	44.18	44.18	44.18	44.18	44.18	-
47.31	18.35	22.94	22.94	22.94	22.94	39.22	18.35	18.35	18.35	22.94	-
-	19.71	75.63	75.63	75.63	75.63	27.28	-	-	-	121.42	-
-	62.77	296.67	184.90	238.44	437.69	82.06	-	-	-	19,235.51	-
-	-	-	-	-	-	-	-	-	-	18,876.04	22,128.17
249.05	283.15	283.15	285.90	285.90	285.90	283.15	249.05	249.05	249.05	249.05	-
-	452.32	655.73	655.73	655.73	655.73	655.73	452.32	452.32	452.32	655.73	-
-	-	437.19	437.19	437.19	437.19	437.19	-	-	-	4,371.87	-
1,690.89	1,949.40	4,812.66	3,859.38	4,317.33	6,021.67	2,729.45	1,708.79	4,594.91	8,503.54	77,052.37	92,643.60
253.63	292.41	721.90	578.91	647.60	903.25	409.42	256.32	689.24	1,275.53	11,557.86	13,896.54
\$1,944.52	\$2,241.81	\$5,534.56	\$4,438.29	\$4,964.93	\$6,924.92	\$3,138.87	\$1,965.11	\$5,284.15	\$9,779.07	\$88,610.23	\$106,540.14
\$1,956.29	\$2,191.72	\$5,562.21	\$4,431.41	\$4,974.59	\$6,996.12	\$3,082.43	\$1,922.79	\$5,362.96	\$10,021.93	\$88,439.06	\$108,863.58
(%0.60)	2.29%	(%0.50)	0.16%	(%0.19)	(%1.02)	1.83%	2.20%	(%1.47)	(%2.42)	0.19%	(%2.13)

## Indicative rating examples for year 5 (2025/26)



YEAR 5 2025/26 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	372.74	760.70	2,218.20	638.99	1,201.90	572.05	623.77	1,308.40	153.66
Uniform Annual General Charge	769.25	769.25	769.25	769.25	769.25	769.25	769.25	769.25	769.25
Roading CV	144.23	294.35	858.32	247.25	465.07	221.35	241.37	506.28	59.46
Roading Fixed Targeted Rate	45.40	45.40	45.40	45.40	45.40	45.40	45.40	45.40	45.40
Community Boards	23.06	23.06	23.06	23.06	23.06	18.71	18.71	18.71	48.29
Stormwater Fixed Targeted Rate	122.11	122.11	122.11	122.11	122.11	150.44	63.91	63.91	16.06
Stormwater CV	136.49	278.54	812.23	514.75	968.21	320.87	228.41	479.09	51.85
District Growth	-	-	-	924.36	1,364.19	-	-	-	-
Refuse Removal	290.43	290.43	290.43	255.76	290.43	290.43	290.43	290.43	290.43
Water	692.42	692.42	692.42	692.42	692.42	692.42	692.42	692.42	575.41
Sewerage	448.52	448.52	448.52	448.52	448.52	448.52	-	-	484.92
<b>Subtotal (excluding GST)</b>	<b>3,044.65</b>	<b>3,724.78</b>	<b>6,279.94</b>	<b>4,681.87</b>	<b>6,390.56</b>	<b>3,529.44</b>	<b>2,973.67</b>	<b>4,173.89</b>	<b>2,494.73</b>
<b>Plus GST at 15%</b>	<b>456.70</b>	<b>558.72</b>	<b>941.99</b>	<b>702.28</b>	<b>958.58</b>	<b>529.42</b>	<b>446.05</b>	<b>626.08</b>	<b>374.21</b>
<b>2025/26 Total indicative rates incl. GST</b>	<b>\$3,501.35</b>	<b>\$4,283.50</b>	<b>\$7,221.93</b>	<b>\$5,384.15</b>	<b>\$7,349.14</b>	<b>\$4,058.86</b>	<b>\$3,419.72</b>	<b>\$4,799.97</b>	<b>\$2,868.94</b>
<b>2024/25 Total indicative rates incl. GST</b>	<b>\$3,411.73</b>	<b>\$4,184.80</b>	<b>\$7,089.13</b>	<b>\$5,264.26</b>	<b>\$7,202.43</b>	<b>\$3,944.01</b>	<b>\$3,332.01</b>	<b>\$4,696.27</b>	<b>\$2,788.06</b>
<b>Changes - 2025/26 comparing 2024/25 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>2.63%</b>	<b>2.36%</b>	<b>1.87%</b>	<b>2.28%</b>	<b>2.04%</b>	<b>2.91%</b>	<b>2.63%</b>	<b>2.21%</b>	<b>2.90%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
433.60	228.21	1,635.50	1,019.34	1,314.49	2,412.94	295.15	137.69	2,244.06	5,096.68	23,790.87	49,065.10
769.25	769.25	769.25	769.25	769.25	769.25	769.25	769.25	769.25	769.25	769.25	-
167.78	88.30	632.85	394.43	508.64	933.68	114.21	53.28	868.33	1,972.14	9,330.89	22,370.58
45.40	45.40	45.40	45.40	45.40	45.40	45.40	45.40	45.40	45.40	45.40	-
48.29	18.71	23.06	23.06	23.06	23.06	40.01	18.71	18.71	18.71	23.06	-
-	27.71	77.71	77.71	77.71	77.71	32.58	-	-	-	122.11	-
-	88.25	304.84	189.99	245.00	449.74	97.98	-	-	-	19,425.58	-
-	-	-	-	-	-	-	-	-	-	19,266.23	22,585.58
255.76	290.43	290.43	293.18	293.18	293.18	290.43	255.76	255.76	255.76	255.76	-
-	457.58	692.42	692.42	692.42	692.42	692.42	457.58	457.58	457.58	692.42	-
-	-	448.52	448.52	448.52	448.52	448.52	-	-	-	4,485.23	-
<b>1,720.08</b>	<b>2,013.84</b>	<b>4,919.98</b>	<b>3,953.30</b>	<b>4,417.67</b>	<b>6,145.90</b>	<b>2,825.95</b>	<b>1,737.67</b>	<b>4,659.09</b>	<b>8,615.52</b>	<b>78,206.80</b>	<b>94,021.25</b>
<b>258.01</b>	<b>302.08</b>	<b>738.00</b>	<b>593.00</b>	<b>662.65</b>	<b>921.89</b>	<b>423.89</b>	<b>260.65</b>	<b>698.86</b>	<b>1,292.33</b>	<b>11,731.02</b>	<b>14,103.19</b>
<b>\$1,978.09</b>	<b>\$2,315.92</b>	<b>\$5,657.98</b>	<b>\$4,546.30</b>	<b>\$5,080.32</b>	<b>\$7,067.79</b>	<b>\$3,249.84</b>	<b>\$1,998.32</b>	<b>\$5,357.95</b>	<b>\$9,907.85</b>	<b>\$89,937.82</b>	<b>\$108,124.44</b>
<b>\$1,978.09</b>	<b>\$2,315.92</b>	<b>\$5,657.98</b>	<b>\$4,546.30</b>	<b>\$5,080.32</b>	<b>\$7,067.79</b>	<b>\$3,249.84</b>	<b>\$1,998.32</b>	<b>\$5,357.95</b>	<b>\$9,907.85</b>	<b>\$89,937.82</b>	<b>\$108,124.44</b>
<b>1.73%</b>	<b>3.31%</b>	<b>2.23%</b>	<b>2.43%</b>	<b>2.32%</b>	<b>2.06%</b>	<b>3.54%</b>	<b>1.69%</b>	<b>1.40%</b>	<b>1.32%</b>	<b>1.50%</b>	<b>1.49%</b>

## Indicative rating examples for year 6 (2026/27)



YEAR 6 2026/27 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	382.54	780.70	2,276.52	655.79	1,233.50	587.09	640.17	1,342.80	157.70
Uniform Annual General Charge	782.75	782.75	782.75	782.75	782.75	782.75	782.75	782.75	782.75
Roading CV	147.69	301.41	878.92	253.19	476.23	226.66	247.16	518.43	60.89
Roading Fixed Targeted Rate	46.39	46.39	46.39	46.39	46.39	46.39	46.39	46.39	46.39
Community Boards	23.22	23.22	23.22	23.22	23.22	19.11	19.11	19.11	49.42
Stormwater Fixed Targeted Rate	124.25	124.25	124.25	124.25	124.25	157.38	72.96	72.96	17.23
Stormwater CV	139.44	284.57	829.81	525.89	989.17	335.66	233.35	489.46	55.65
District Growth	-	-	-	945.50	1,395.39	-	-	-	-
Refuse Removal	292.89	292.89	292.89	257.94	292.89	292.89	292.89	292.89	292.89
Water	698.86	698.86	698.86	698.86	698.86	698.86	698.86	698.86	585.70
Sewerage	455.76	455.76	455.76	455.76	455.76	455.76	-	-	514.02
<b>Subtotal (excluding GST)</b>	<b>3,093.79</b>	<b>3,790.80</b>	<b>6,409.37</b>	<b>4,769.54</b>	<b>6,518.41</b>	<b>3,602.55</b>	<b>3,033.64</b>	<b>4,263.65</b>	<b>2,562.64</b>
<b>Plus GST at 15%</b>	<b>464.07</b>	<b>568.62</b>	<b>961.41</b>	<b>715.43</b>	<b>977.76</b>	<b>540.38</b>	<b>455.05</b>	<b>639.55</b>	<b>384.40</b>
<b>2026/27 Total indicative rates incl. GST</b>	<b>\$3,557.86</b>	<b>\$4,359.42</b>	<b>\$7,370.78</b>	<b>\$5,484.97</b>	<b>\$7,496.17</b>	<b>\$4,142.93</b>	<b>\$3,488.69</b>	<b>\$4,903.20</b>	<b>\$2,947.04</b>
<b>2025/26 Total indicative rates incl. GST</b>	<b>\$3,501.35</b>	<b>\$4,283.50</b>	<b>\$7,221.93</b>	<b>\$5,384.15</b>	<b>\$7,349.14</b>	<b>\$4,058.86</b>	<b>\$3,419.72</b>	<b>\$4,799.97</b>	<b>\$2,868.94</b>
<b>Changes - 2026/27 comparing 2025/26 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>1.61%</b>	<b>1.77%</b>	<b>2.06%</b>	<b>1.87%</b>	<b>2.00%</b>	<b>2.07%</b>	<b>2.02%</b>	<b>2.15%</b>	<b>2.72%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
445.00	234.21	1,678.50	1,046.14	1,349.05	2,476.38	302.91	141.31	2,303.06	5,230.68	24,416.36	50,355.08
782.75	782.75	782.75	782.75	782.75	782.75	782.75	782.75	782.75	782.75	782.75	-
171.80	90.42	648.03	403.89	520.84	956.08	116.95	54.56	889.16	2,019.46	9,554.74	22,907.27
46.39	46.39	46.39	46.39	46.39	46.39	46.39	46.39	46.39	46.39	46.39	-
49.42	19.11	23.22	23.22	23.22	23.22	40.90	19.11	19.11	19.11	23.22	-
-	27.97	77.32	77.32	77.32	77.32	33.34	-	-	-	124.25	-
-	89.08	303.30	189.04	243.77	447.48	100.28	-	-	-	19,846.01	-
-	-	-	-	-	-	-	-	-	-	19,706.91	23,102.18
257.94	292.89	292.89	295.64	295.64	295.64	292.89	257.94	257.94	257.94	257.94	-
-	470.61	698.86	698.86	698.86	698.86	698.86	470.61	470.61	470.61	698.86	-
-	-	455.76	455.76	455.76	455.76	455.76	-	-	-	4,557.58	-
<b>1,753.30</b>	<b>2,053.43</b>	<b>5,007.02</b>	<b>4,019.01</b>	<b>4,493.60</b>	<b>6,259.88</b>	<b>2,871.03</b>	<b>1,772.67</b>	<b>4,769.02</b>	<b>8,826.94</b>	<b>80,015.01</b>	<b>96,364.53</b>
<b>263.00</b>	<b>308.01</b>	<b>751.05</b>	<b>602.85</b>	<b>674.04</b>	<b>938.98</b>	<b>430.65</b>	<b>265.90</b>	<b>715.35</b>	<b>1,324.04</b>	<b>12,002.25</b>	<b>14,454.68</b>
<b>\$2,016.30</b>	<b>\$2,361.44</b>	<b>\$5,758.07</b>	<b>\$4,621.86</b>	<b>\$5,167.64</b>	<b>\$7,198.86</b>	<b>\$3,301.68</b>	<b>\$2,038.57</b>	<b>\$5,484.37</b>	<b>\$10,150.98</b>	<b>\$92,017.26</b>	<b>\$110,819.21</b>
<b>\$1,978.09</b>	<b>\$2,315.92</b>	<b>\$5,657.98</b>	<b>\$4,546.30</b>	<b>\$5,080.32</b>	<b>\$7,067.79</b>	<b>\$3,249.84</b>	<b>\$1,998.32</b>	<b>\$5,357.95</b>	<b>\$9,907.85</b>	<b>\$89,937.82</b>	<b>\$108,124.44</b>
1.93%	1.97%	1.77%	1.66%	1.72%	1.85%	1.60%	2.01%	2.36%	2.45%	2.31%	2.49%



## Indicative rating examples for year 7 (2027/28)



YEAR 7 2027/28 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	383.96	783.60	2,284.97	658.22	1,238.08	589.26	642.55	1,347.78	158.29
Uniform Annual General Charge	793.35	793.35	793.35	793.35	793.35	793.35	793.35	793.35	793.35
Roading CV	151.89	309.97	903.88	260.38	489.76	233.10	254.18	533.16	62.61
Roading Fixed Targeted Rate	47.61	47.61	47.61	47.61	47.61	47.61	47.61	47.61	47.61
Community Boards	23.29	23.29	23.29	23.29	23.29	19.39	19.39	19.39	49.99
Stormwater Fixed Targeted Rate	124.31	124.31	124.31	124.31	124.31	158.59	76.94	76.94	20.44
Stormwater CV	140.05	285.82	833.45	528.20	993.51	338.25	234.37	491.61	66.00
District Growth	-	-	-	956.50	1,411.61	-	-	-	-
Refuse Removal	299.61	299.61	299.61	264.50	299.61	299.61	299.61	299.61	299.61
Water	715.35	715.35	715.35	715.35	715.35	715.35	715.35	715.35	600.35
Sewerage	466.25	466.25	466.25	466.25	466.25	466.25	-	-	538.34
<b>Subtotal (excluding GST)</b>	<b>3,145.67</b>	<b>3,849.16</b>	<b>6,492.07</b>	<b>4,837.96</b>	<b>6,602.73</b>	<b>3,660.76</b>	<b>3,083.35</b>	<b>4,324.80</b>	<b>2,636.59</b>
<b>Plus GST at 15%</b>	<b>471.85</b>	<b>577.37</b>	<b>973.81</b>	<b>725.69</b>	<b>990.41</b>	<b>549.11</b>	<b>462.50</b>	<b>648.72</b>	<b>395.49</b>
<b>2027/28 Total indicative rates incl. GST</b>	<b>\$3,617.52</b>	<b>\$4,426.53</b>	<b>\$7,465.88</b>	<b>\$5,563.65</b>	<b>\$7,593.14</b>	<b>\$4,209.87</b>	<b>\$3,545.85</b>	<b>\$4,973.52</b>	<b>\$3,032.08</b>
<b>2026/27 Total indicative rates incl. GST</b>	<b>\$3,557.86</b>	<b>\$4,359.42</b>	<b>\$7,370.78</b>	<b>\$5,484.97</b>	<b>\$7,496.17</b>	<b>\$4,142.93</b>	<b>\$3,488.69</b>	<b>\$4,903.20</b>	<b>\$2,947.04</b>
<b>Changes - 2027/28 comparing 2026/27 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>1.68%</b>	<b>1.54%</b>	<b>1.29%</b>	<b>1.43%</b>	<b>1.29%</b>	<b>1.62%</b>	<b>1.64%</b>	<b>1.43%</b>	<b>2.89%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
446.65	235.08	1,684.73	1,050.02	1,354.05	2,485.57	304.04	141.83	2,311.61	5,250.09	24,506.96	50,541.93
793.35	793.35	793.35	793.35	793.35	793.35	793.35	793.35	793.35	793.35	793.35	-
176.69	92.99	666.44	415.36	535.63	983.24	120.27	56.11	914.42	2,076.82	9,826.17	23,558.01
47.61	47.61	47.61	47.61	47.61	47.61	47.61	47.61	47.61	47.61	47.61	-
49.99	19.39	23.29	23.29	23.29	23.29	41.44	19.39	19.39	19.39	23.29	-
-	28.22	77.87	77.87	77.87	77.87	34.04	-	-	-	124.31	-
-	89.90	305.49	190.40	245.53	450.71	102.38	-	-	-	19,933.15	-
-	-	-	-	-	-	-	-	-	-	19,936.03	23,370.78
264.50	299.61	299.61	302.36	302.36	302.36	299.61	264.50	264.50	264.50	264.50	-
-	480.76	715.35	715.35	715.35	715.35	715.35	480.76	480.76	480.76	715.35	-
-	-	466.25	466.25	466.25	466.25	466.25	-	-	-	4,662.48	-
<b>1,778.79</b>	<b>2,086.91</b>	<b>5,079.99</b>	<b>4,081.86</b>	<b>4,561.29</b>	<b>6,345.60</b>	<b>2,924.34</b>	<b>1,803.55</b>	<b>4,831.64</b>	<b>8,932.52</b>	<b>80,833.20</b>	<b>97,470.73</b>
266.82	313.04	762.00	612.28	684.19	951.84	438.65	270.53	724.75	1,339.88	12,124.98	14,620.61
<b>\$2,045.61</b>	<b>\$2,399.95</b>	<b>\$5,841.99</b>	<b>\$4,694.14</b>	<b>\$5,245.48</b>	<b>\$7,297.44</b>	<b>\$3,362.99</b>	<b>\$2,074.08</b>	<b>\$5,556.39</b>	<b>\$10,272.40</b>	<b>\$92,958.19</b>	<b>\$112,091.34</b>
<b>\$2,016.30</b>	<b>\$2,361.44</b>	<b>\$5,758.07</b>	<b>\$4,621.86</b>	<b>\$5,167.64</b>	<b>\$7,198.86</b>	<b>\$3,301.68</b>	<b>\$2,038.57</b>	<b>\$5,484.37</b>	<b>\$10,150.98</b>	<b>\$92,017.26</b>	<b>\$110,819.21</b>
1.45%	1.63%	1.46%	1.56%	1.51%	1.37%	1.86%	1.74%	1.31%	1.20%	1.02%	1.15%

## Indicative rating examples for year 8 (2028/29)



YEAR 8 2028/29 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	377.47	770.35	2,246.34	647.09	1,217.15	579.30	631.69	1,325.00	155.61
Uniform Annual General Charge	804.49	804.49	804.49	804.49	804.49	804.49	804.49	804.49	804.49
Roading CV	156.57	319.53	931.75	268.40	504.86	240.29	262.01	549.59	64.54
Roading Fixed Targeted Rate	48.98	48.98	48.98	48.98	48.98	48.98	48.98	48.98	48.98
Community Boards	23.42	23.42	23.42	23.42	23.42	19.75	19.75	19.75	50.93
Stormwater Fixed Targeted Rate	122.04	122.04	122.04	122.04	122.04	156.97	77.15	77.15	20.94
Stormwater CV	138.01	281.66	821.31	520.50	979.04	334.80	230.96	484.45	67.62
District Growth	-	-	-	973.98	1,437.42	-	-	-	-
Refuse Removal	306.89	306.89	306.89	271.55	306.89	306.89	306.89	306.89	306.89
Water	760.10	760.10	760.10	760.10	760.10	760.10	760.10	760.10	617.08
Sewerage	480.90	480.90	480.90	480.90	480.90	480.90	-	-	579.85
<b>Subtotal (excluding GST)</b>	<b>3,218.87</b>	<b>3,918.36</b>	<b>6,546.22</b>	<b>4,921.45</b>	<b>6,685.29</b>	<b>3,732.47</b>	<b>3,142.02</b>	<b>4,376.40</b>	<b>2,716.93</b>
<b>Plus GST at 15%</b>	<b>482.83</b>	<b>587.75</b>	<b>981.93</b>	<b>738.22</b>	<b>1,002.79</b>	<b>559.87</b>	<b>471.30</b>	<b>656.46</b>	<b>407.54</b>
<b>2028/29 Total indicative rates incl. GST</b>	<b>\$3,701.70</b>	<b>\$4,506.11</b>	<b>\$7,528.15</b>	<b>\$5,659.67</b>	<b>\$7,688.08</b>	<b>\$4,292.34</b>	<b>\$3,613.32</b>	<b>\$5,032.86</b>	<b>\$3,124.47</b>
<b>2027/28 Total indicative rates incl. GST</b>	<b>\$3,617.52</b>	<b>\$4,426.53</b>	<b>\$7,465.88</b>	<b>\$5,563.65</b>	<b>\$7,593.14</b>	<b>\$4,209.87</b>	<b>\$3,545.85</b>	<b>\$4,973.52</b>	<b>\$3,032.08</b>
<b>Changes - 2028/29 comparing 2027/28 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>2.33%</b>	<b>1.80%</b>	<b>0.83%</b>	<b>1.73%</b>	<b>1.25%</b>	<b>1.96%</b>	<b>1.90%</b>	<b>1.19%</b>	<b>3.05%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
439.10	231.10	1,656.25	1,032.27	1,331.16	2,443.55	298.90	139.43	2,272.53	5,161.34	24,092.69	49,687.55
804.49	804.49	804.49	804.49	804.49	804.49	804.49	804.49	804.49	804.49	804.49	-
182.13	95.86	686.99	428.17	552.15	1,013.55	123.98	57.83	942.61	2,140.84	10,129.07	24,284.19
48.98	48.98	48.98	48.98	48.98	48.98	48.98	48.98	48.98	48.98	48.98	-
50.93	19.75	23.42	23.42	23.42	23.42	42.23	19.75	19.75	19.75	23.42	-
-	28.44	76.88	76.88	76.88	76.88	33.95	-	-	-	122.04	-
-	90.59	301.57	187.95	242.38	444.92	102.11	-	-	-	19,642.79	-
-	-	-	-	-	-	-	-	-	-	20,300.52	23,798.06
271.55	306.89	306.89	309.64	309.64	309.64	306.89	271.55	271.55	271.55	271.55	-
-	493.58	760.10	760.10	760.10	760.10	760.10	493.58	493.58	493.58	760.10	-
-	-	480.90	480.90	480.90	480.90	480.90	-	-	-	4,809.02	-
<b>1,797.18</b>	<b>2,119.68</b>	<b>5,146.47</b>	<b>4,152.80</b>	<b>4,630.10</b>	<b>6,406.43</b>	<b>3,002.53</b>	<b>1,835.61</b>	<b>4,853.49</b>	<b>8,940.53</b>	<b>81,004.67</b>	<b>97,769.80</b>
269.58	317.95	771.97	622.92	694.52	960.96	450.38	275.34	728.02	1,341.08	12,150.70	14,665.47
<b>\$2,066.76</b>	<b>\$2,437.63</b>	<b>\$5,918.44</b>	<b>\$4,775.72</b>	<b>\$5,324.62</b>	<b>\$7,367.39</b>	<b>\$3,452.91</b>	<b>\$2,110.95</b>	<b>\$5,581.51</b>	<b>\$10,281.61</b>	<b>\$93,155.37</b>	<b>\$112,435.28</b>
<b>\$2,045.61</b>	<b>\$2,399.95</b>	<b>\$5,841.99</b>	<b>\$4,694.14</b>	<b>\$5,245.48</b>	<b>\$7,297.44</b>	<b>\$3,362.99</b>	<b>\$2,074.08</b>	<b>\$5,556.39</b>	<b>\$10,272.40</b>	<b>\$92,958.19</b>	<b>\$112,091.34</b>
1.03%	1.57%	1.31%	1.74%	1.51%	0.96%	2.67%	1.78%	0.45%	0.09%	0.21%	0.31%

## Indicative rating examples for year 9 (2029/30)



YEAR 9 2029/30 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	368.25	751.53	2,191.47	631.29	1,187.42	565.15	616.26	1,292.64	151.81
Uniform Annual General Charge	811.42	811.42	811.42	811.42	811.42	811.42	811.42	811.42	811.42
Roading CV	161.74	330.08	962.52	277.27	521.53	248.22	270.67	567.74	66.68
Roading Fixed Targeted Rate	50.49	50.49	50.49	50.49	50.49	50.49	50.49	50.49	50.49
Community Boards	23.58	23.58	23.58	23.58	23.58	20.14	20.14	20.14	51.97
Stormwater Fixed Targeted Rate	124.99	124.99	124.99	124.99	124.99	154.54	79.07	79.07	21.54
Stormwater CV	141.88	289.55	844.32	535.09	1,006.47	329.61	237.43	498.02	69.55
District Growth	-	-	-	993.21	1,465.79	-	-	-	-
Refuse Removal	314.75	314.75	314.75	279.13	314.75	314.75	314.75	314.75	314.75
Water	785.13	785.13	785.13	785.13	785.13	785.13	785.13	785.13	643.78
Sewerage	501.19	501.19	501.19	501.19	501.19	501.19	-	-	616.03
<b>Subtotal (excluding GST)</b>	<b>3,283.42</b>	<b>3,982.71</b>	<b>6,609.86</b>	<b>5,012.79</b>	<b>6,792.76</b>	<b>3,780.64</b>	<b>3,185.36</b>	<b>4,419.40</b>	<b>2,798.02</b>
<b>Plus GST at 15%</b>	<b>492.51</b>	<b>597.41</b>	<b>991.48</b>	<b>751.92</b>	<b>1,018.91</b>	<b>567.10</b>	<b>477.80</b>	<b>662.91</b>	<b>419.70</b>
<b>2029/20 Total indicative rates incl. GST</b>	<b>\$3,775.93</b>	<b>\$4,580.12</b>	<b>\$7,601.34</b>	<b>\$5,764.71</b>	<b>\$7,811.67</b>	<b>\$4,347.74</b>	<b>\$3,663.16</b>	<b>\$5,082.31</b>	<b>\$3,217.72</b>
<b>2028/29 Total indicative rates incl. GST</b>	<b>\$3,701.70</b>	<b>\$4,506.11</b>	<b>\$7,528.15</b>	<b>\$5,659.67</b>	<b>\$7,688.08</b>	<b>\$4,292.34</b>	<b>\$3,613.32</b>	<b>\$5,032.86</b>	<b>\$3,124.47</b>
<b>Changes - 2029/30 comparing 2028/29 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>2.01%</b>	<b>1.64%</b>	<b>0.97%</b>	<b>1.86%</b>	<b>1.61%</b>	<b>1.29%</b>	<b>1.38%</b>	<b>0.98%</b>	<b>2.98%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
428.37	225.46	1,615.80	1,007.06	1,298.65	2,383.87	291.60	136.03	2,217.03	5,035.28	23,504.24	48,473.96
811.42	811.42	811.42	811.42	811.42	811.42	811.42	811.42	811.42	811.42	811.42	-
188.15	99.02	709.67	442.31	570.38	1,047.02	128.07	59.74	973.74	2,211.54	10,463.56	25,086.14
50.49	50.49	50.49	50.49	50.49	50.49	50.49	50.49	50.49	50.49	50.49	-
51.97	20.14	23.58	23.58	23.58	23.58	43.08	20.14	20.14	20.14	23.58	-
-	28.82	77.84	77.84	77.84	77.84	34.92	-	-	-	124.99	-
-	91.79	305.35	190.31	245.42	450.50	105.03	-	-	-	20,193.12	-
-	-	-	-	-	-	-	-	-	-	20,701.16	24,267.73
279.13	314.75	314.75	317.50	317.50	317.50	314.75	279.13	279.13	279.13	279.13	-
-	512.92	785.13	785.13	785.13	785.13	785.13	512.92	512.92	512.92	785.13	-
-	-	501.19	501.19	501.19	501.19	501.19	-	-	-	5,011.85	-
<b>1,809.53</b>	<b>2,154.81</b>	<b>5,195.22</b>	<b>4,206.83</b>	<b>4,681.60</b>	<b>6,448.54</b>	<b>3,065.68</b>	<b>1,869.87</b>	<b>4,864.87</b>	<b>8,920.92</b>	<b>81,948.67</b>	<b>97,827.83</b>
<b>271.43</b>	<b>323.22</b>	<b>779.28</b>	<b>631.02</b>	<b>702.24</b>	<b>967.28</b>	<b>459.85</b>	<b>280.48</b>	<b>729.73</b>	<b>1,338.14</b>	<b>12,292.30</b>	<b>14,674.17</b>
<b>\$2,080.96</b>	<b>\$2,478.03</b>	<b>\$5,974.50</b>	<b>\$4,837.85</b>	<b>\$5,383.84</b>	<b>\$7,415.82</b>	<b>\$3,525.53</b>	<b>\$2,150.35</b>	<b>\$5,594.60</b>	<b>\$10,259.06</b>	<b>\$94,240.97</b>	<b>\$112,502.00</b>
<b>\$2,066.76</b>	<b>\$2,437.63</b>	<b>\$5,918.44</b>	<b>\$4,775.72</b>	<b>\$5,324.62</b>	<b>\$7,367.39</b>	<b>\$3,452.91</b>	<b>\$2,110.95</b>	<b>\$5,581.51</b>	<b>\$10,281.61</b>	<b>\$93,155.37</b>	<b>\$112,435.28</b>
0.69%	1.66%	0.95%	1.30%	1.11%	0.66%	2.10%	1.87%	0.23%	(%0.22)	1.17%	0.06%

## Indicative rating examples for year 10 (2030/31)



YEAR 10 2030/31 Indication of rates	Whakatāne urban low	Whakatāne urban average	Whakatāne urban high	Whakatāne commercial (less than \$10m) low	Whakatāne commercial (less than \$10m) average - per rate requirement	Edgecumbe average	Matatā average	Matatā high	Murupara urban
Capital value	245,000	500,000	1,458,000	420,000	790,000	376,000	410,000	860,000	101,000
General Rate	370.88	756.91	2,207.14	635.80	1,195.91	569.19	620.66	1,301.88	152.90
Uniform Annual General Charge	829.02	829.02	829.02	829.02	829.02	829.02	829.02	829.02	829.02
Roading CV	166.39	339.58	990.21	285.25	536.53	255.36	278.45	584.08	68.59
Roading Fixed Targeted Rate	51.84	51.84	51.84	51.84	51.84	51.84	51.84	51.84	51.84
Community Boards	23.68	23.68	23.68	23.68	23.68	20.49	20.49	20.49	52.85
Stormwater Fixed Targeted Rate	128.25	128.25	128.25	128.25	128.25	157.52	80.74	80.74	22.07
Stormwater CV	146.11	298.18	869.48	551.03	1,036.46	335.96	244.50	512.86	71.27
District Growth	-	-	-	1,011.48	1,492.76	-	-	-	-
Refuse Removal	321.74	321.74	321.74	285.93	321.74	321.74	321.74	321.74	321.74
Water	810.44	810.44	810.44	810.44	810.44	810.44	810.44	810.44	661.00
Sewerage	529.04	529.04	529.04	529.04	529.04	529.04	-	-	631.25
<b>Subtotal (excluding GST)</b>	<b>3,377.39</b>	<b>4,088.68</b>	<b>6,760.84</b>	<b>5,141.76</b>	<b>6,955.67</b>	<b>3,880.60</b>	<b>3,257.88</b>	<b>4,513.09</b>	<b>2,862.53</b>
<b>Plus GST at 15%</b>	<b>506.61</b>	<b>613.30</b>	<b>1,014.13</b>	<b>771.26</b>	<b>1,043.35</b>	<b>582.09</b>	<b>488.68</b>	<b>676.96</b>	<b>429.38</b>
<b>2030/31 Total indicative rates incl. GST</b>	<b>\$3,884.00</b>	<b>\$4,701.98</b>	<b>\$7,774.97</b>	<b>\$5,913.02</b>	<b>\$7,999.02</b>	<b>\$4,462.69</b>	<b>\$3,746.56</b>	<b>\$5,190.05</b>	<b>\$3,291.91</b>
<b>2029/30 Total indicative rates incl. GST</b>	<b>\$3,775.93</b>	<b>\$4,580.12</b>	<b>\$7,601.34</b>	<b>\$5,764.71</b>	<b>\$7,811.67</b>	<b>\$4,347.74</b>	<b>\$3,663.16</b>	<b>\$5,082.31</b>	<b>\$3,217.72</b>
<b>Changes - 2030/31 comparing 2029/30 rates</b>									
<b>% increase (decrease) incl. GST</b>	<b>2.86%</b>	<b>2.66%</b>	<b>2.28%</b>	<b>2.57%</b>	<b>2.40%</b>	<b>2.64%</b>	<b>2.28%</b>	<b>2.12%</b>	<b>2.31%</b>



Murupara lifestyle	Te Teko	Ōtarawairere	Ōhope low	Ōhope average	Ōhope high	Tāneatua	Rural low	Rural - horticultural	Rural - pastoral	District wide - commercial/ industrial \$10m plus (10 pans)	High value commercial/ industrial, non-urban, contiguous
285,000	150,000	1,075,000	670,000	864,000	1,586,000	194,000	90,500	1,475,000	3,350,000	16,850,000	38,000,000
431.44	227.07	1,627.35	1,014.25	1,307.93	2,400.91	293.68	137.00	2,232.87	5,071.27	23,672.24	48,820.45
829.02	829.02	829.02	829.02	829.02	829.02	829.02	829.02	829.02	829.02	829.02	-
193.56	101.87	730.09	455.04	586.79	1,077.14	131.76	61.46	1,001.76	2,275.18	10,764.64	25,807.97
51.84	51.84	51.84	51.84	51.84	51.84	51.84	51.84	51.84	51.84	51.84	-
52.85	20.49	23.68	23.68	23.68	23.68	43.84	20.49	20.49	20.49	23.68	-
-	29.10	78.42	78.42	78.42	78.42	35.68	-	-	-	128.25	-
-	92.68	307.62	191.72	247.24	453.84	107.33	-	-	-	20,794.81	-
-	-	-	-	-	-	-	-	-	-	21,082.07	24,714.27
285.93	321.74	321.74	324.48	324.48	324.48	321.74	285.93	285.93	285.93	285.93	-
-	522.70	810.44	810.44	810.44	810.44	810.44	522.70	522.70	522.70	810.44	-
-	-	529.04	529.04	529.04	529.04	529.04	-	-	-	5,290.43	-
<b>1,844.64</b>	<b>2,196.51</b>	<b>5,309.24</b>	<b>4,307.93</b>	<b>4,788.88</b>	<b>6,578.81</b>	<b>3,154.37</b>	<b>1,908.44</b>	<b>4,944.61</b>	<b>9,056.43</b>	<b>83,733.35</b>	<b>99,342.68</b>
<b>276.70</b>	<b>329.48</b>	<b>796.39</b>	<b>646.19</b>	<b>718.33</b>	<b>986.82</b>	<b>473.16</b>	<b>286.27</b>	<b>741.69</b>	<b>1,358.46</b>	<b>12,560.00</b>	<b>14,901.40</b>
<b>\$2,121.34</b>	<b>\$2,525.99</b>	<b>\$6,105.63</b>	<b>\$4,954.12</b>	<b>\$5,507.21</b>	<b>\$7,565.63</b>	<b>\$3,627.53</b>	<b>\$2,194.71</b>	<b>\$5,686.30</b>	<b>\$10,414.89</b>	<b>\$96,293.35</b>	<b>\$114,244.09</b>
<b>\$2,080.96</b>	<b>\$2,478.03</b>	<b>\$5,974.50</b>	<b>\$4,837.85</b>	<b>\$5,383.84</b>	<b>\$7,415.82</b>	<b>\$3,525.53</b>	<b>\$2,150.35</b>	<b>\$5,594.60</b>	<b>\$10,259.06</b>	<b>\$94,240.97</b>	<b>\$112,502.00</b>
1.94%	1.94%	2.19%	2.40%	2.29%	2.02%	2.89%	2.06%	1.64%	1.52%	2.18%	1.55%



# AUDIT REPORT

*To the reader:*

*Independent auditor's report on Whakatāne District Council's 2021-31 Long-Term Plan*

I am the Auditor General's appointed auditor for Whakatāne District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (the plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 14 July 2021.

## Opinion

In our opinion:

- the plan provides a reasonable basis for:
  - long term, integrated decision making and co ordination of the Council's resources; and
  - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 232 to 235 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

## Emphasis of Matters

Without modifying our opinion, we draw attention to the following matters:

### Uncertainty over three waters reforms

Page 135 outlines the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because final decisions have not yet been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

### Uncertainty over external funding

Page 25 outlines that the Council requires \$13.7 million in external funding for a new wastewater treatment plant in Matatā. The Council has assumed that \$6.7 million and \$7 million will be funded by the Ministry of Health and the Bay of Plenty Regional Council respectively. The external funding contributions are currently uncertain because they have not yet been confirmed. If the Council is not able to obtain this level of funding, it will reconsider how to proceed with the project.

### Breach of the Local Government Act 2002

Page 2 states the Council failed to adopt the plan before the commencement of the first year to which it relates. This is a breach of section 93(3) of the Local Government Act 2002.

### Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. In meeting the requirements of this standard, we took into account particular elements of the Auditor General's Auditing Standards and the International Standard on Assurance Engagements 3400 The Examination of Prospective Financial Information that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the approach taken by the Council to maintain its assets is reasonable, given the types of asset infrastructure owned by the Council;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

### Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

### Independence and quality control

We have complied with the Auditor General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council or any of its subsidiaries

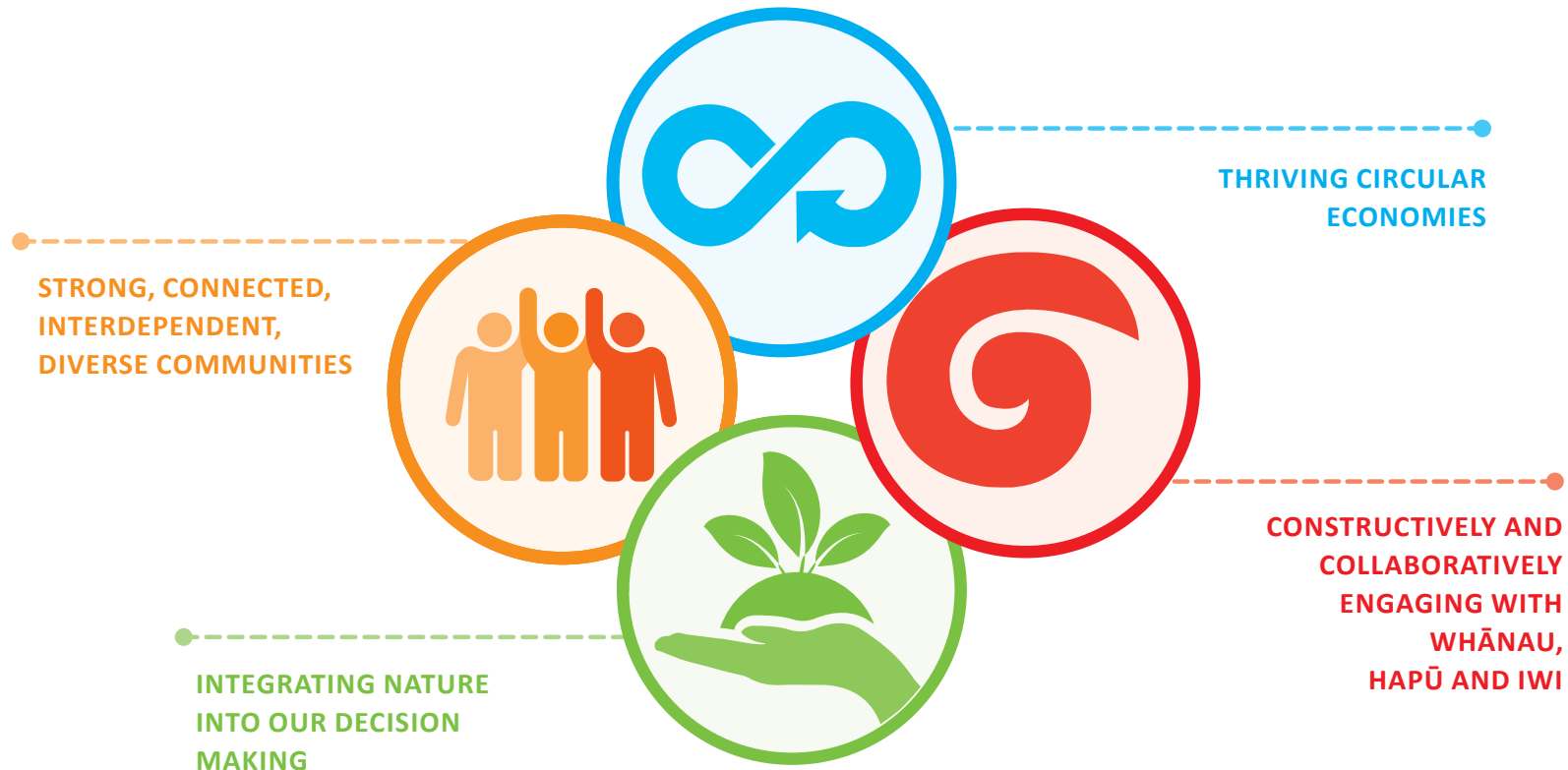


Leon Pieterse, Audit New Zealand  
On behalf of the Auditor General, Tauranga, New Zealand



# More life in life

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



*Strong, resilient Council organisation focused on continuous improvement*



## WHAKATĀNE DISTRICT COUNCIL

Civic Centre, Commerce Street, Whakatāne  
Private Bag 1002, Whakatāne 3158

Email: [info@whakatane.govt.nz](mailto:info@whakatane.govt.nz)

Phone: 07 306 0500

Website: [whakatane.govt.nz](http://whakatane.govt.nz)

## SERVICE CENTRE MURUPARA

Pine Drive, Murupara  
Phone: 07 366 5896

 Whakatane District Council

 [whkdc](https://www.instagram.com/whkdc)