



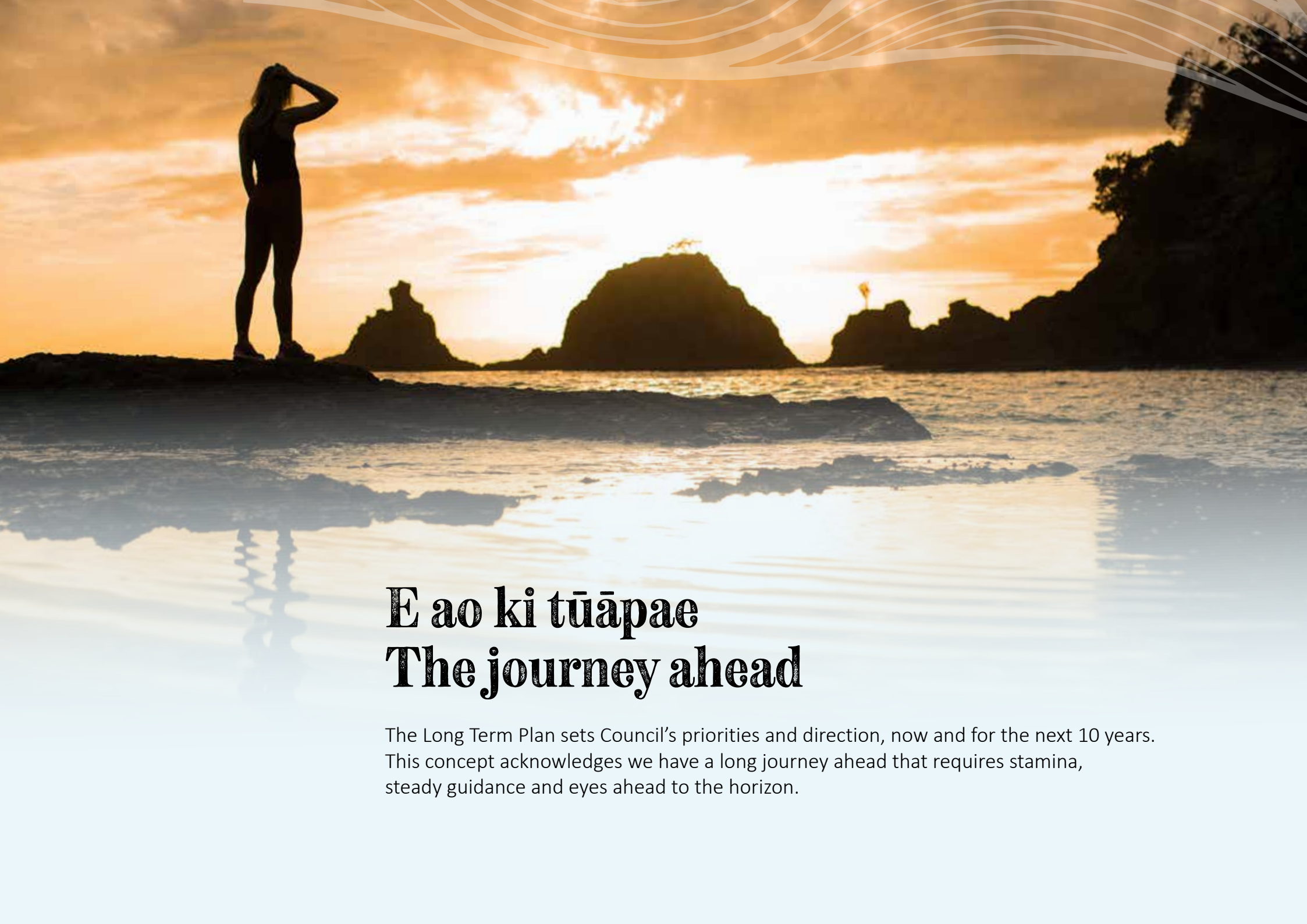
WHAKATĀNE DISTRICT COUNCIL'S

Long Term Plan 2024-34

Te Mahere Pae Tawhiti 2024-34

OVERVIEW AND COUNCIL ACTIVITIES

HE TIROHANGA WHĀNUI ME NGĀ MAHI A TE KAUNIHERA



E ao ki tūāpae **The journey ahead**

The Long Term Plan sets Council's priorities and direction, now and for the next 10 years. This concept acknowledges we have a long journey ahead that requires stamina, steady guidance and eyes ahead to the horizon.

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VOLUME 2: STRATEGIES AND POLICIES

VOLUME 3: OUR FINANCES



MESSAGE FROM THE MAYOR

He kupu nā te Koromatua

The development of Council's Long Term Plan 2024-2034 has been a difficult process for all concerned as we have tried to thread the needle between confronting difficult economic conditions that are unprecedented in modern times, geopolitical tensions and other factors, with the needs of the community.

The Reserve Bank of New Zealand's efforts to combat inflation have been necessary and impactful, albeit with their own set of challenges. While we've seen fluctuations in key economic indicators, such as inflation rates and oil prices, our community has felt the effects, particularly in terms of cost-of-living pressures.

Given these conditions, I have generally favoured a cautious approach including spending restraint and a focus on the basic infrastructure in order to limit cost-of-living pressures on communities. I wanted to see Council doing more with less, enhance its efficiency and minimise wastage. I think this plan goes some way to achieving these goals.

Balancing 'needs' with 'wants' in the present climate while maintaining some semblance of forward motion, has not been easy and trade-offs have needed to be made around the Council table, including by myself.

Here in the Whakatāne District, we've always been resilient in the face of adversity. Our community spirit and resourcefulness have helped us weather many storms. Although we live in a beautiful place in which optimism has always thrived, we must acknowledge the uncertainties that lie on the horizon.

Throughout the Long Term Plan development process I have pleaded with the community to share its voices.

In that regard, Council ran its biggest engagement programme ever with 23 organised opportunities for people to find out more about the plan and let us know what they thought. We received almost 1,000 submissions from individuals and groups and heard from around 80 submitters in-person over two days of hearings, which informed two days of Council deliberations.

The voices of our communities have been vital in crafting this Long Term Plan. A very clear message from many submitters was that 'times are tough' and the Council has to find the balance between the extremes of delivering only basic services and planning for communities that will serve future generations.

Arriving at the budget took lots of listening, analysis, debate, compromise and ultimately trust. What we end up with is an amalgam of voices in which I am only one.

Dr Victor Luca
Mayor
KOROMATUA



IMPORTANT UPDATE

FitchRatings assigned Whakatāne District Council a first-time 'AA-' rating on 11 July 2024.

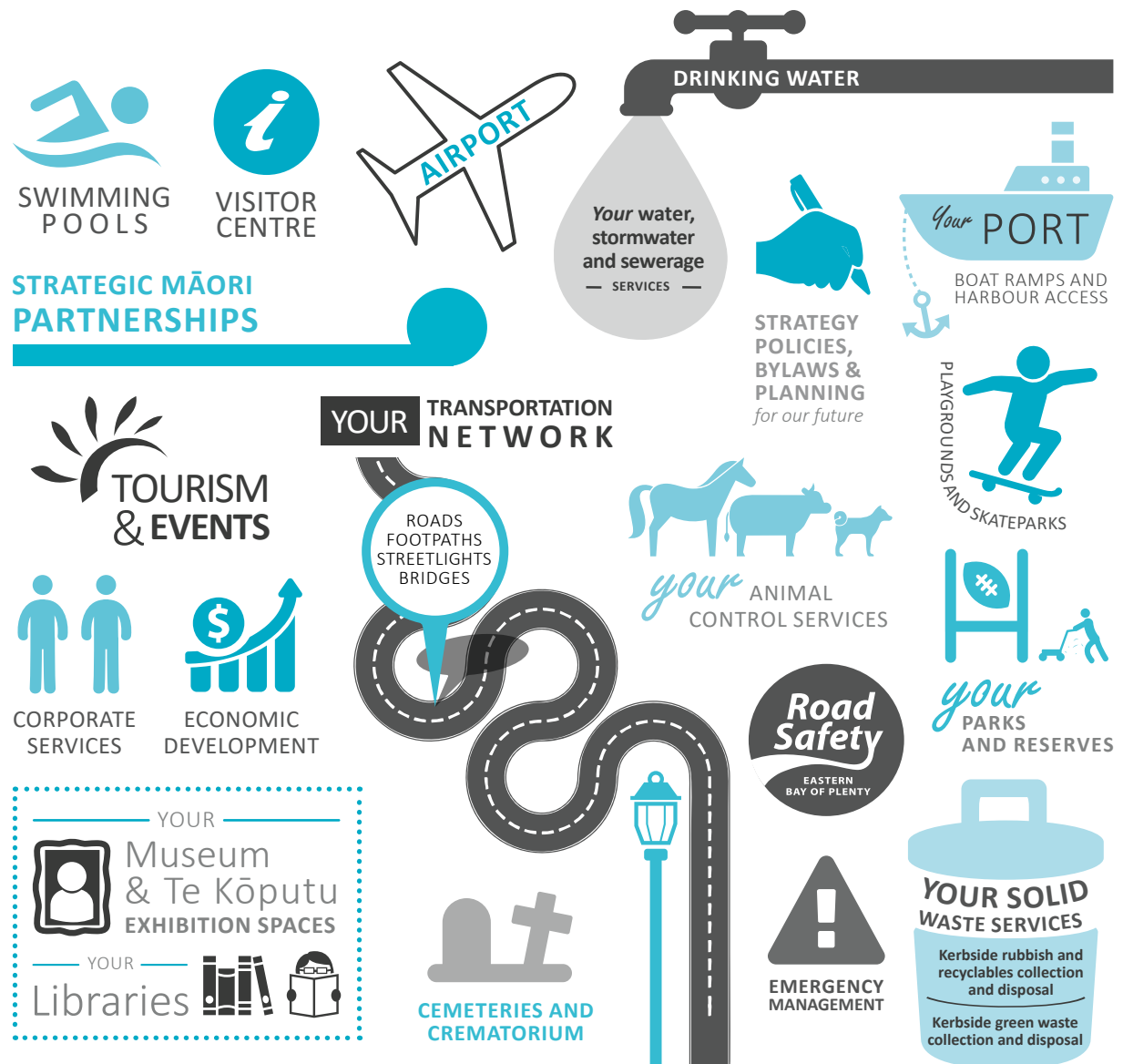
WHO WE ARE AND WHAT WE DO

Ko wai mātau, ā, he aha ā mātau mahi

The Council plays a crucial role in the Whakatāne District by providing essential services, facilities and recreational opportunities that people use every day. The Whakatāne District is governed by 11 elected community representatives who make key decisions to guide our activities and shape the future of the district. The Council delivers more than 30 different services and manages around \$1.4 billion worth of community assets.



Our work *Ā mātau mahi*



DISTRICT AT A GLANCE – *He tirohanga ki te rohe*

The population



Total estimated population (2020)



Made up of



Whakatāne/Ōhope and Coastlands



Other towns and rural communities

Murupara, Edgecumbe, Tāneatua, Matatā, Galatea, Waimana, Te Teko and surrounding rural areas

TOTAL ESTIMATED POPULATION BY 2033

42,400

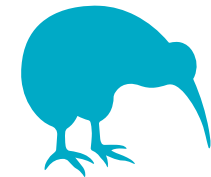
Seven iwi in the Whakatāne District

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

We're diverse

PEOPLE IN THE DISTRICT IDENTIFY THEMSELVES AS*

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



KIWI CAPITAL OF THE WORLD



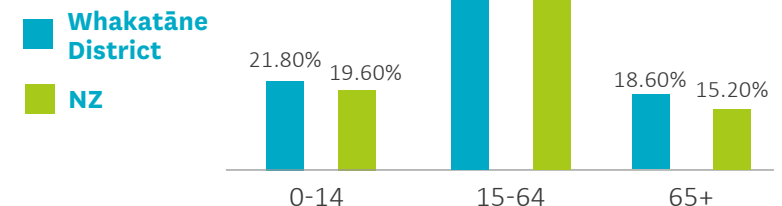
District area **433,000ha**

ŌHOPE BEACH
Twice voted NZ's favourite beach

2,332 **AVERAGE ANNUAL SUNSHINE HOURS**

Whakatāne records the highest temperature in New Zealand about 55 days each year.

Age structure



* Source: 2018 New Zealand Census, StatsNZ.

YOUR MAYOR AND COUNCILLORS – *Te Koromatua me ngā Kaikaunihera*

We're your Mayor and Councillors for the 2022-2025 term. 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.



Dr Victor Luca
Mayor
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Nándor Tánzos
Councillor, Whakatāne-Ōhope General Ward
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Tu O'Brien
Councillor Rangitāiki Māori Ward
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Lesley Immink
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Toni Boynton
Councillor, Kāpū-te-rangi Māori Ward
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John Pullar
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Ngapera Rangiaho
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Julie Jukes
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Andrew Iles
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YOUR COMMUNITY BOARD MEMBERS (AS AT 30 JUNE 2023)

Ngā mema o ngā Poari Hapori

The Whakatāne District Council has four Community Boards covering the 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.

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.



COMMUNITY BOARD AREAS



**WHAKATĀNE-ŌHOPE
COMMUNITY BOARD**

- Carolyn Hamill (Chairperson)
- Christopher Howard
- Douglas McLean
- Linda Bonne (Deputy Chairperson)
- Mark Inman
- Ozgür Jahn
- Councillor Toni Boynton



**RANGITĀIKI
COMMUNITY BOARD**

- Clive McIndoe
- Heemi Brown
- Leeann Waaka (Chairperson)
- Peter Falwasser
- Peter Flowerday
- Ross Gardiner (Deputy Chairperson)
- Councillor Gavin Dennis



**TĀNEATUA
COMMUNITY BOARD**

- Diane Yalden (Chairperson)
- Honey Thrupp
- Luke Ruiterman
- Talei Bryant
- Natasha George
- Moana Stensness (Deputy Chairperson)
- Councillor Andrew Iles



**MURUPARA
COMMUNITY BOARD**

- Mere McLean (Chairperson)
- Sheena Jones
- Memory Edmonds
- Irma Prentice
- Alison Silcock
- Jess Morgan-Ranui
- Councillor Ngapera Rangiaho

OUR VISION AND COMMUNITY OUTCOMES

Tō mātau matakitenga me ngā hua hapori

Our vision of 'more life in life' is for communities to flourish, fulfil their potential and live life to its fullest. It recognises that the Whakatāne District offers a great quality of life – that this district is a great place to live, work, play, raise a family and do business.

More life in life

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



Strong, connected,
interdependent,
diverse communities



Thriving circular economies



Constructively and
collaboratively engaging
with iwi, hapū and whānau

Integrating nature
into our decision making



OUR FIVE STRATEGIC PRIORITIES

Ngā take matua e rima

The following priorities have been identified as the things we need to focus on most to take action on our 'More life in life' vision.



Enhancing the safety, wellbeing and vibrancy of communities
Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori

WHAT WE'LL FOCUS ON

- Support our smaller and remote communities to plan for their future – what changes should occur in the area and when, all across the district; and invest in making these changes happen.
- Increase safety for people moving around the district (e.g. community safety cameras, good lighting, multi-modal transport, accessibility for people with disabilities).
- Invest wisely in recreation, events and the arts to have a broader range of 'things to do' (especially for youth).
- Work with other agencies and community organisations to focus on social wellbeing outcomes (such as health, homelessness and safety).



Strengthening relationships with iwi, hapū and whānau
Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki

WHAT WE'LL FOCUS ON

- Implement strategies and programmes designed to enhance staff and councillor capability and capacity to effectively partner with iwi, hapū and whānau.
- Enable iwi participation in planning, decision-making and reflect cultural aspirations through the projects we deliver (e.g. financial support, capability, design).
- Work alongside Māori land owners to support and enable development of Māori land as appropriate.
- Work with iwi, hapū and whānau to improve equity and wellbeing outcomes.



Building climate change and natural hazard resilience, including our infrastructure

Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto

WHAT WE'LL FOCUS ON

- Ensure our key infrastructure (roads and pipes) are resilient to the effects of natural hazards and climate change.
- Ensure the District Plan (rules for how people can build on and develop their land) recognises, manages and mitigates the effects of natural hazards because of climate change.
- Support people to navigate District Plan rules and requirements.
- Partner with at-risk communities about climate change adaptation and what this might mean for them (e.g. those communities that may be impacted by rising sea-levels, flooding).
- Work with communities to ensure the district is well-prepared for emergency management.



Facilitating economic regeneration and responding to development pressures

Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare

WHAT WE'LL FOCUS ON

- Setting direction for where and what type of development should occur using spatial planning, district planning and strategic planning processes for infrastructure, urban development and economic growth.
- Build relationships and partnerships with other councils, agencies and groups to support and advocate for development and growth.
- Back our economy, in particular the tourism and events sectors, to enable economic and employment growth and attract new business and investment into the district.
- Use all of Council's procurement tools to achieve greater gains for our local economy, workforce and environment.



Shaping a green district *Kia toitū te rohe*

WHAT WE'LL FOCUS ON

- Be actively involved in reducing the district's carbon footprint and enabling alternative energies (e.g. solar farms).
- Advocate to central government on environmental issues on behalf of the community (e.g. apply for government funding and represent our local views).
- Provide active leadership to minimise and manage waste to develop a more circular economy.
- Ensure Council's decision-making and operations reflect our environmental priorities.





Further to our five strategic priorities, there are two additional considerations that underpin everything that Council does. These are Māori Relationships and Responding to Climate Change.

MĀORI RELATIONSHIPS

Ngā kōtuituinga Māori

Introduction – Kupu Arataki

Whakatāne District Council is dedicated to collaborating with iwi, hapū and whānau within the district to achieve improved outcomes for communities. With Māori comprising the majority of the population (46.8%)* in the Whakatāne District, and with many of the iwi and hapū encompassing some of the smallest and most remote communities in Aotearoa, it is imperative to uplift and support their aspirations. As we chart a course towards a new horizon, we are committed to ensuring that the voices of these communities are not only heard, but also actively incorporated into our decision-making processes. By fostering their capacity to engage with the Council, we strive for a more inclusive and equitable approach that truly reflects the diverse needs and perspectives of all our residents.

Statistics – Ngā Tatauranga*



46.8 percent* of the population in the Whakatāne District is Māori



There are **seven settled iwi, one settlement bill** and **81 hapū** in the district



\$8.6 billion Value of the Māori economy



44 percent of the wider Bay of Plenty population under 15 is Māori

* Source: 2018 New Zealand Census, StatsNZ.

Legislative context

Horopaki Ture

Legislation plays a crucial role in shaping the interaction between Whakatāne District Council and iwi and hapū within the district. Through various statutes, such as the Local Government Act and the Resource Management Act, the government mandates consultation and engagement with iwi and hapū on matters affecting their interests, including land, resources, and cultural heritage. These legislative frameworks establish formal avenues for Māori representation in decision-making processes, ensuring their voices are heard and their perspectives considered. Additionally, legislation requires the Council to incorporate principles of the Treaty of Waitangi and Te Tiriti o Waitangi, recognising the partnership between the Crown and Māori, into their policies and practices. By embedding these requirements into law, legislation acts as a catalyst for meaningful engagement, fostering stronger relationships between local government and Māori communities, and promoting equitable outcomes for all stakeholders.

Some of the legislations that underpin these relationships and engagements are;

- Resource Management Act
- Local Government Act
- Reserves Act
- Marine and Coastal Area Act
- Ngāti Awa Claims Settlements Act
- Ngāti Whare Claims Settlements Act
- Ngāti Manawa Claims Settlements Act
- Ngāti Rangitihi Claims Settlement Act
- Ngāti Tūwharetoa (BOP) Settlement Act
- Ngāti Mākinō Settlement Act
- Tūhoe Claims Settlement Act

Te Toi Waka Whakareī

Māori Relationship Strategy

Te Toi Waka Whakareī is a map to long-term change; laying out a clear strategy to develop the organisational capability, capacity and confidence to operate successfully with iwi, hapū and whānau resulting in authentic and enduring relationships and equitable outcomes.

Key points in the strategy include:

- Achieving relationship excellence
 - » Trust and confidence; transparent and timely. Relationship first approach; avoidance of litigation.
- Promoting Māori identity
 - » Iwi, hapū, whānau culture, history and identity is reflected through Council activities.
- Strengthening leadership
 - » Mayor, Councillors and Executive team model behaviours and and facilitate equitable outcomes for Māori.
- Improving decision making
 - » Better collaborative decision-making with iwi, hapū and whānau to 'get it right' the first time.
- Becoming an empowered organisation
 - » Staff are confident and competent to deliver on relationship and legislative responsibilities and iwi, hapū and whānau outcomes.
- Improving performance and accountability
 - » We monitor, inform and improve to ensure relationship excellence that in turn enhances community outcomes.

Strategic Priority Rautaki Matua

Strengthening relationships with iwi, hapū and whānau.

We will focus on:

- Implementing strategies and programmes designed to enhance staff and councillor capability, capacity and confidence to effectively engage and partner with iwi, hapū and whānau.
- Enabling iwi participation in planning and decision-making, and reflect cultural aspirations through the projects we deliver (e.g appropriate support, capability, design functions).
- Working alongside Māori land owners to support and enable development of Māori land.
- Working with iwi, hapū and whānau to improve equity and wellbeing outcomes.



Benefits Ngā hua

The success of relationships with our local iwi and hapū speaks volumes about the strength found in collaboration. Through these relationships, numerous projects have thrived, bringing about meaningful outcomes that positively impact the entire community. From sustainable resource management to cultural revitalisation, these initiatives are rooted in shared values and a commitment to mutual prosperity.

By working together, the Council, alongside local iwi and hapū have been able to create projects that not only deliver tangible results but also contribute to the overall wellbeing of communities.

These successful activities serve as powerful examples of how trust and reciprocity can lead to lasting benefits, enriching the lives of both current and future generations.

These include:

- Nature's Road, Te Urewera
- Te Niaotanga o Mataatua, o Te Arawa (Matatā Wastewater Reticulation Project)
- Mimiha Stream Bridge Upgrade
- Te Au o te Awa Punga (Policy Hub)
- Papakāinga Housing Consents
- Te Waiū o Pukemaire (Braemar Springs)
- Whakatāne Reorua
- Landing Road Roundabout
- Draft Airport Master Plan
- Matariki Celebrations
- Festival Support
- Eastern Bay of Plenty Spatial Planning



TE TOI WAKA WHAKAREI

Strengthening iwi, hapū and whānau relationships

WHY WE'RE HERE

As an organisation, the Council is responsible for providing leadership and stewardship of assets and resources to create a vibrant community.

We acknowledge our Treaty of Waitangi obligations and commit to relationships with iwi, hapū and whānau that are effective, enduring and trusting. We acknowledge mana whenua and the vital role they play in shaping our past, present and future.

WHAT WE DO

- Commit to real relationships to achieve positive and equitable outcomes for Māori and all communities.
- Meet our relationship and Treaty of Waitangi obligations to iwi, hapū and whānau.
- Support Māori to achieve their aspirations.

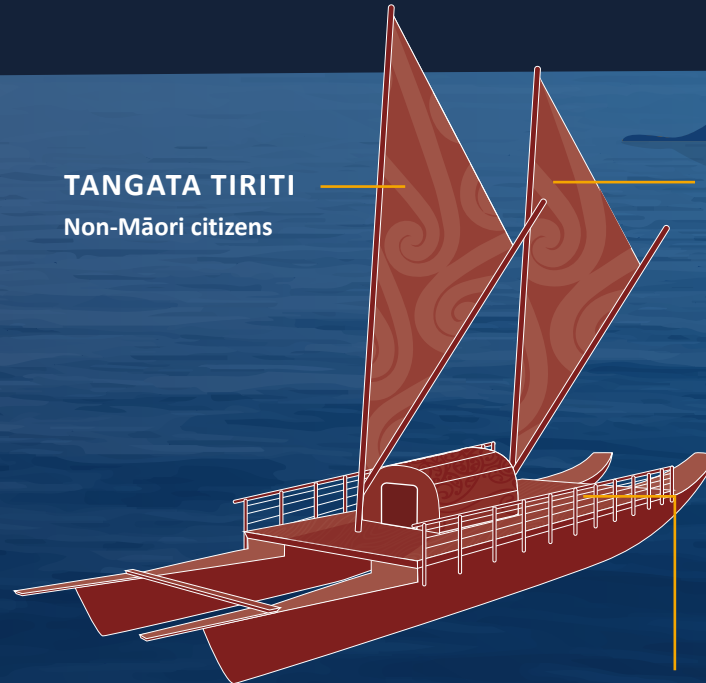
HOW WE DO IT

- OUR LONG TERM PLAN COMMITMENTS

We will focus on strengthening iwi, hapū and whānau relationships by:

- building meaningful and trusted relationships.
- ensuring effective Māori participation in democracy.
- upholding our treaty-based co-governance, co-management and other arrangements.
- working together on key projects, programmes and services.
- building our capacity and confidence to create trusting relationships.
- meeting our relationship and Treaty of Waitangi obligations to whānau, hapū, and iwi.

TANGATA TIRITI
Non-Māori citizens



TANGATA WHENUA

- Ngāti Rangitihi
- Ngāti Tūwharetoa ki Kawerau
- Ngāti Manawa
- Ngāti Whare
- Ngāi Tūhoe
- Ngāti Awa
- Ngāti Mākinō

+ 80 hapū
+ 69 marae
+ Kaupapa Māori organisations

TANGATA TIRITI TANGATA WHENUA
Both hulls (Tangata Tiriti & Tangata Whenua) traversing a future together

PAPANOHO

The papanoho are the values that Whakatāne District Council will abide by to create better relationships with tangata whenua.

We put people at the heart of everything we do
Toitū te Tangata!

We care about our environment
Toitū te Taio!

We work as one team
Toitū te Mahi Tahī!

We are always learning and improving
Toitū te Taumata!

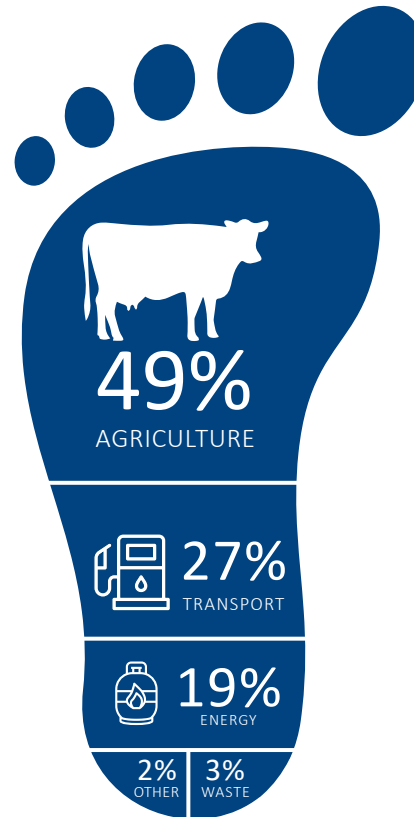
We are passionate and proud
Toitū te Mauri Ora!

RESPONDING TO CLIMATE CHANGE

E urupare ana ki te Huringa Āhuarangi

Introduction – *Kupu Arataki*

Whakatāne District Council acknowledges the risks and opportunities that a changing climate has for its communities, and we're committed to playing our part in the transition to a low-emissions future. We need to work together to find ways to reduce the district's carbon footprint. At the same time, we've had our fair share of natural disasters, and we know that a changing climate could make us more vulnerable to extreme weather events. The impacts of climate change will be felt across our communities and reach into homes, neighbourhoods and businesses. Increasing our resilience to severe weather events is a key priority for us. We can build resilience and capacity to recover from difficulties and prepare for change; but to be effective, we must act together.



WHAKATĀNE DISTRICT EMISSIONS
GROSS CARBON FOOTPRINT 1,103,952 (TCO2E*) 2021

* Tonnes of carbon dioxide equivalent



Snapshot of climate change hazards in the Whakatāne District

ELEMENTS AT RISK



Communities and settlements

Whakatāne and other coastal settlements within Whakatāne District may be exposed to increasing coastal hazards.



Horticulture

Kiwifruit and avocado orchards on the Rangitāiki Plains may face increased flooding, groundwater rise and salinity stress. Orchards may also suffer from reduced winter chill, drought and increasing damage from severe weather.



Agriculture

Farms on the Rangitāiki Plains may face increased flooding, increasing heat stress and increased pests and diseases.



Forestry

Kāingaroa Forest is at risk of damage from increasing extreme weather, drought, landslides and fire risk, as well as disruption to logging connections due to flooding of transport routes.



Native Ecosystems

Native forests within Te Urewera ranges and the frost flats are at risk from increasing temperatures. Increasing rainfall may increase sediment in rivers and cause sediment plumes to discharge, causing damage to coastal ecosystems.



Transport

The roading network may face increasing damage and disruption from inundation, surface flooding, landslides, slips and sea level rise closing or damaging many rural roads, State Highway 2, low lying roads (such as Wainui and Thornton Roads), bridge structures and culverts, increasing disruptions and maintenance costs and leading to people being isolated. The Murupara and Matatā rail lines and the Whakatāne Airport may also face increased damage and disruption.

HAZARDS



Increased temperature



Drought



Increased fire weather



Coastal hazards



Inland flooding



Extreme weather



Landslide

KEY ● Marae locations — State Highway +— Railway ■ River and surface flooding ■ Coastal flooding

Adapted from Bay of Plenty Regional Risk Assessment: www.boprc.govt.nz/environment/climate-change/regional-risk-assessment

* This map does not represent a comprehensive identification of locations of hazards and elements at risk for the district.

A strategy for action *He rautaki whakamanawanui*

Whakatāne District Council has been on a climate change journey since 2017, when the Mayor at that time signed the New Zealand Local Government Leaders' Climate Change Declaration. In 2019, following extensive community consultation, the Council adopted a set of Climate Principles and in 2020, following further consultation, adopted the first Climate Change Strategy and Action Plans. As a result of strong community demand, the Climate Change Strategy 2020-23 set ambitious targets for both the Council as an organisation, and the wider Whakatāne District.

Alongside the development of this Long Term Plan, the Council has been working with communities to develop a revised response to climate change. The resulting Whakatāne Climate Pathway provides a framework and actions for the Council to work collaboratively to shape sustainable, low-emission and resilient communities.

Embedding climate change considerations across the Council *E whaiwhakaaro ana ki te huringa āhuarangi i te Kaunihera whānui*

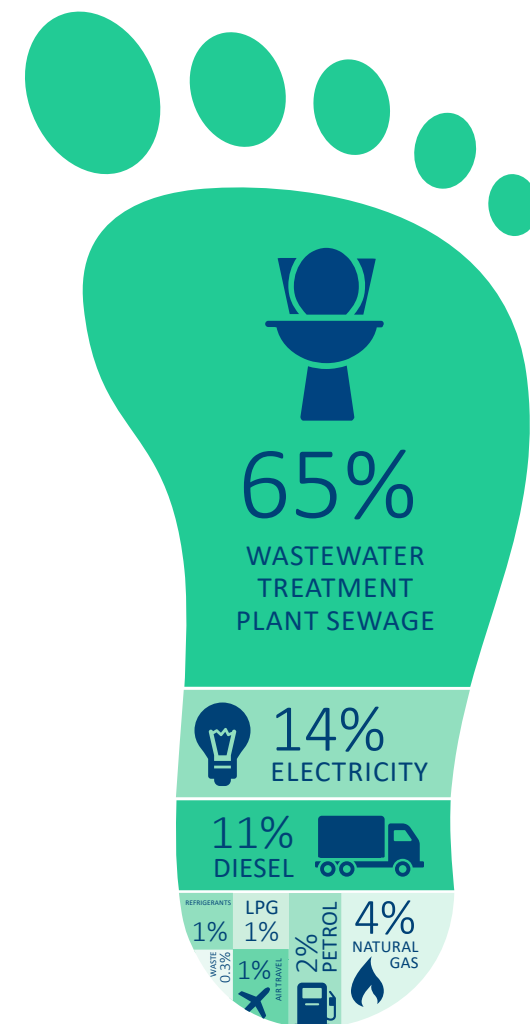
Every service that the Council delivers, or project undertaken, has a climate impact. Our operations have a carbon footprint and we're working to monitor and reduce this footprint. Similarly, many Council operations have the capacity to enhance the district's resilience to a changing climate.

As well as establishing a revised Climate Change and Resilience activity through this Long Term Plan, climate change considerations and actions are also embedded across all workstreams of Council. We're looking to further embed climate change into our procurement, project planning, District Plan and Eastern Bay of Plenty Spatial Plan. The development of a Climate Change policy in 2024/25 will further support this work.

Partnerships and collaboration *Ngā kōtuituinga me te mahi tahi*

The Council is committed to working with communities and key partners to enable and encourage climate action across the district. We have been working collaboratively to develop the new climate response for the district; Whakatāne Climate Pathway, with an emphasis on a community-focused, district-wide response.

This document sets out a vision, purpose, goals, principles and targets that the Council is committed to working towards alongside its communities. Supporting and enabling community-led action includes supporting education and awareness-raising, collaborating with people taking climate action and providing resource to enable community-led action.



WHAKATĀNE DISTRICT COUNCIL GROSS
CARBON FOOTPRINT – 3,403 (TCO2E*) 2023

* Tonnes of carbon dioxide equivalent

Only a subset of the Council's full emission is presented above. Please refer to page 69 for more detail on performance measures relating to climate change.

WHAT WE HEARD FROM YOU AND HOW WE RESPONDED

Ngā whakahokinga kōrero me ā mātau urupare

Early engagement *Kia wawe te tūtakitakitanga*

While the Council regularly engages with its communities, we kicked off discussions specifically about what's important to you in this Long Term Plan in June 2023. You gave a lot of great feedback, with more than 360 submissions received - the most ever during this stage of developing a Long Term Plan. It was clear many people care about the future of the district and people want to know what their rates are being spent on, now more than ever. We also delved into community feedback received throughout past years, which offered valuable insights into the diverse ideas, aspirations and concerns that communities hold for the future.

Three Waters *Ngā Wai e Toru*

Between the early engagement phase and formal consultation, a change in government meant an end to the previous Three Waters Reform Programme. Council staff and elected members worked hard to bring maintenance and compliance costs back into the budget for the next 10 years (see key decisions section). The good news is our water infrastructure is in comparatively good shape and the allocated budget, which is more than ever before, will deliver a significant programme of renewals and upgrades. There is still work to do, however, and we will continue collaborating with central government and regional partners to resolve the challenge of accessing a more sustainable funding and financing model going forward and operating within affordability constraints. For more information on our Infrastructure Strategy and capital expenditure, see Volumes 2 and 3.

Formal consultation *He uiuinga ōkawa*

All early feedback and consideration was brought together in our Long Term Plan Consultation Document and supporting materials. We then invited feedback through a month-long engagement process that also included approximately 23 face-to-face events attended by the Mayor, Councillors and staff. The consultation document included four key questions (see following pages) that would help drive decision-making, but also invited general feedback and suggestions on any aspect of Council services. We were thrilled to receive approximately 1,000 submissions from individuals and more than 80 organisations through this process. Many submitters also took the opportunity to share their submission directly with Council across two days of oral hearings. There was a huge variety of topics and voices of iwi and hapū were strongly represented.

Key question one:

How should we scale, stage and fund necessary upgrades to the Rex Morpeth Recreation Hub?

Me pēhea mātau e mahi, e whakapau moni anō hoki kia whakamohoa ai te Papa Rēhia a Rex Morpeth?

Whilst Rex Morpeth has appeared in previous Long Term Plans, this has not resulted in dedicated funding to delivery significant improvements and/or redevelopment. This is now a case of chronic underinvestment meaning our district does not have adequate facilities for sports and wellbeing activities. Further delay or cancellation of the redevelopment phase would result in a loss of revenue opportunity, loss of an important emergency management facility, an inability to attract large scale events and limited community well-being opportunities.

What was proposed

Redevelopment of the Rex Morpeth Recreation Hub which includes:

- A multi-purpose facility with significant upgrades to the Whakatāne War Memorial Hall, including the Little Theatre
- A sports pavilion to replace the existing Rugby Park grandstand
- An accessibility-friendly playground
- Increased carparking space
- Other required improvements over the Rex Morpeth Recreation Hub area

Upgrades to the Rex Morpeth Recreation Hub were proposed to take place in stages to allow time to carry out detailed design and planning, seek feedback, obtain external funding and carry out construction works.

Typically, community facility developments like this attract a significant portion of external funding. We proposed that funding comes from three sources; rates, development contributions (see supporting documents) and external funders. We also proposed that a plan would be developed to secure the levels of external funding required to progress through to the major redevelopment stage of the project.

What the feedback said

Feedback regarding options for the redevelopment of the Rex Morpeth Recreation Hub in the Whakatāne District Council's consultation process revealed a range of perspectives within the community. Some expressed the view that while upgrades were necessary, they should be deferred due to present

financial conditions. Others opposed using rates to fund the project, citing concerns about overall rates increases and the current financial strain on the community. Many submissions prioritised funding for core infrastructure projects over the hub redevelopment. However, supporters of redevelopment underlined the hub's significance for arts, recreation, emergency response facilities, and sports. They emphasised the importance of securing external funding to alleviate the financial strain on ratepayers, while also highlighting potential long-term benefits for community wellbeing and economic development. In summary, the feedback illustrated a balance between recognising the hub's significance and the necessity for responsible financial management and resource prioritisation.

What was decided

Councillors agreed to:

- integrate a stop/go decision-making point into the 2027/28 Long Term Plan regarding the Rex Morpeth Recreation Hub's redevelopment budget.
- retain budget allocation for co-funding the Rex Morpeth Recreation Hub project.
- prioritise health and safety, making the building watertight, and functionality-focused improvement works during the next four years, up to \$7.8 million.
- finalise the master plan for the hub and explore the feasibility of a separate indoor court facility.
- develop an external funding plan before the next Long Term Plan.
- advance discussions with potential partners for the Rex Morpeth Recreation Hub redevelopment.

Key question two: How should we manage foodwaste collection?

Me pēhea mātau e whakahaere i te kohikohinga para kai?

What was proposed

The Council's preferred option for an indicated requirement to introduce kerbside foodwaste collection was a mixed foodwaste and greenwaste collection for urban properties only. This option would see a kerbside service introduced to urban properties that currently have greenwaste collections, requiring urban residents to put foodwaste in with their greenwaste. With this option, urban properties would put their foodwaste in their current greenwaste bin which would be collected weekly.

A new 140-litre kerbside bin for fortnightly general waste collection would be introduced for all properties currently receiving kerbside collections and free worm farms or compost bins would be supplied to rural property owners who want them to help manage foodwaste.

What the feedback said

The feedback on foodwaste management options highlighted a strong emphasis on cost-effectiveness, environmental impact, and practicality. Many expressed concerns about the associated costs of new waste services and the consequences of fortnightly general waste collections should the third option have been chosen. A common theme was the recommendation to promote home composting to reduce costs and provide environmental benefits. Some advocated for the continuation of the status quo, expressing satisfaction with the current waste disposal system and suggesting that change be made at the household level rather than through waste services.

What was decided

During the consultation period, further clarification was provided from central government, advising that requirements to introduce kerbside foodwaste collections by January 2027 were not yet legislated. As a result, Councillors agreed that no kerbside foodwaste collection service be included in the Long Term Plan 2024-34. Noting that this approach does not necessarily support keeping the 'status quo'; rather, it asks that resource be directed into supporting the community to reduce the amount of foodwaste that goes into kerbside collections. Community feedback will be considered should central government revisit legislation in the coming years.

Council will consider a 're-run' of the subsidised home composting solutions (worm-farms/compost bins/bokashi units) campaign along with a major educational campaign on home composting with workshops, online videos and educational materials, and direct staff to keep exploring other strategies to reduce food waste.



Key question three: How quickly should we close our funding gap?

Ka hia ngā tau me whakaiti mātau i te āputa tahua?

What was proposed

The Council is currently facing a funding shortfall of approximately \$14 million. This is due to extraordinary cost escalations and increased insurance and compliance costs. We asked communities how quickly we should try to close this gap and return to financial stability, reflecting the legislative benchmark of a balanced budget. Of the three options available, it was proposed that the Council close the gap over six years. This would see an additional cost to ratepayers of \$2.4 million added in year one, resulting in a total average rates increase per property of 17.1 percent (net of growth) at the time of the consultation document, plus approximately \$2.4 million in each of the following four years before being resolved by year six. There would be \$36 million additional borrowing costs at the end of 10 years under this option.

What the feedback said

Overall, there was widespread frustration and dissatisfaction with the proposed rates increases to close the funding gap, especially considering the economic challenges faced by many residents. Submitters expressed deep concerns about the affordability of these increases and called for improved efficiency, and prioritisation of essential services over 'nice to have' projects. Most submitters saw the preferred option as the most sustainable and fairest system, striking a balance by alleviating current economic pressures while also addressing the critical need to ensure that there is minimal burden on future ratepayers.

What was decided

Councillors agreed to proceed with the preferred option of closing the funding gap over six years.

* GST inclusive- based on median rates per property across existing properties for financial year 2023/24 [Council's average total rating income increase percentage considers overall revenue including additional rates from new properties (growth), while the average (net of growth) is the average increase year on year for existing rateable properties across all the properties in the district that existed last year.

Key question four: How should we distribute rates increases across the properties in our district?

Me pēhea mātau e tuari i ngā tāke kaunihera puta noa i te rohe?

What was proposed

Councils need to decide what proportion of the general rate is fixed through the Uniform Annual General Charge (UAGC), and what proportion is based on the property's capital value. The fixed portion of rates based on our last Annual Plan was previously set at 24 percent, which would have resulted in a UAGC in year one of \$927.50 (GST excl.) based on total rates revenue in the consultation document. We proposed lowering the fixed portion, including UAGC, to 20 percent in response to cost of living increases and to better reflect the ability for people who own lower-value properties to pay.

What the feedback said

It's important to acknowledge that some responses indicated submitters may not have fully understood the question, and either didn't provide comments or responded with uncertainty. Consequently, there are limited submissions that directly address the question asked. Most provided feedback on rates increases, rather than discussing how rates should be distributed. Across all options, submissions reflect the current economic pressures. The majority of submitters were opposed to the rates increases that were being proposed and stressed their concerns about the affordability of this, especially lower-income residents and those on superannuation.

What was decided

Councillors agreed to proceed with the preferred option of lowering the fixed portion, including UAGC, to 20 percent- \$718.14 (GST excl.) in year one of the Long Term Plan.

Note: Although the Councillors agreed to proceed with the recommended 20 percent fixed portion, the value of the UAGC portion is now lower than included in the Consultation Document in line with the overall change in total rates income between the Long Term Plan and the Consultation Document. For more understanding of rating information, refer to the Funding Impact Statement - rating information (Volume 3 - Our Finances).



Key themes throughout feedback

Ngā kaupapa matua i ngā whakahokinga kōrero

Feedback received through the Long Term Plan consultation process highlighted several themes reflecting community concerns and priorities.

Alongside responses to the four key questions, these themes capture the diverse perspectives and the many varied challenges facing the Whakatāne District.

Concerns over financial responsibility, rates increases and spending allocations were prevalent. Submitters expressed frustration over perceived wasteful spending and high rates in a time of financial strain exacerbated by inflation and interest rate hikes. Calls for prioritising essential services, transparency in spending, and exploring alternative funding sources were common. Some submitters were concerned about proposed increases in staffing levels.

There was wide variation in what was considered essential and non-essential services. The majority of submitters recognised Three Waters as a core service requiring prioritised investment. Suggestions for reducing demand on water supply and promoting initiatives such as rainwater collection tanks were made to address water sustainability concerns. Some submitters prioritised improvements to Sullivan Lake, while others called for urgent action to address wastewater reticulation in Matatā. Overall, there was a clear message that water and infrastructure are important priorities for all communities.

In contrast, there was division over whether other projects could be classified as essential or non-essential. Proposals for accessible playgrounds, seniors' wellness parks, and increased support for young people were put forward to enhance community wellbeing. Concerns over increased crime and support for initiatives addressing homelessness were also raised. There was some resistance to introducing fees at the Murupara Refuse Transfer Station and to major upgrades to the Rex Morpeth Recreation Hub. Opposition to the Boat Harbour on the grounds of contamination and scepticism over financial viability was notable.

Community members emphasised the need for transparency, accountability and community representation in Council decision-making. Submissions urged the Council to advocate for local needs and push back against central government policies that burden local councils financially. Suggestions included conducting expenditure reviews, campaigning for financial reform and exploring alternative revenue streams.

These feedback themes collectively underscore the complexity of balancing community needs, financial constraints and strategic priorities in the Long Term Plan development process. Moving forward, addressing these concerns and incorporating community impact will be crucial in shaping a plan that reflects the aspirations and realities of the Whakatāne District.



Other decisions based on feedback

Whakataunga kē atu i te whakahokinga kōrero

Specific funding requests

Due to the financial context and constraints of this Long Term Plan, decisions on whether to support all other specific funding requests have been deferred until the next planning process begins in 2025.

Critical infrastructure

The Council has committed to spending approximately 50 percent more than ever before on a capital works programme that will prioritise renewals, upgrades to water treatment plants and volumetric charging systems to improve equity and efficiencies in delivery. We are building resilience in our critical infrastructure to ensure our communities are well-prepared for future demand and unforeseen eventualities.

Future land use and transport plans

The Eastern Bay Spatial Plan sets out the strategy and actions for where and how we should grow and develop over the next 30 years, while contributing to the district's social, economic, environmental, and cultural wellbeing. The Plan will help shape the district by considering land use, transport, natural hazards, heritage, and natural environment values.

It will guide future land use patterns, improve land transport network connections and explore the possibility of an additional river crossing. We're committed to advocating for better options for the Pekatahi Bridge with NZ Transport Agency Waka Kotahi and will ensure our communications emphasise the importance of appropriate evacuation routes.

Monitoring the Boat Harbour Project

As a dedicated shareholder, the Council is keeping a close eye on the Boat Harbour project. Council's Risk and Assurance Committee, along with regular reports from our independent Board member, ensures we stay informed and proactive in our oversight. There is no further investment in the Boat Harbour included in the first three years of the Long Term Plan, other than the \$4.1 million originally provided for in our 2023/24 annual plan now assumed to be called in the 2025/26 year.

Enhancing communication and accessibility

We're listening to your feedback and will be conducting an internal review of our Long Term Plan communication process. This review will focus on improving the effectiveness of our communication, making information more accessible, and finding easier ways for you to provide feedback and engage with us. We're also seeking advice on how to make our documents clearer and more user-friendly.

Sullivan Lake improvements

In response to community feedback on affordability, we've decided to defer the budget for interventions at Sullivan Lake to the second year of the Long Term Plan. This decision follows recommendations from the 2024 Sullivan Lake and Awatapu Lagoon Water Quality, Ecology, and Options for Improvement reports, and acknowledges partial or incomplete remedial works will be ineffective.

Supporting environmental initiatives

While we couldn't provide direct financial support to the Tarawera Awa Restoration Strategy Group, we're directing staff to explore collaborations with other council partners. Together, we aim to support this initiative with up to \$15,000 per year for the next two years.

Trial fees at Murupara Refuse Transfer Station

To better align with our practices in Whakatāne, we'll be introducing trial fees and charges at the Murupara Refuse Transfer Station starting in February 2025. This trial will run for 12 months, and we'll be closely monitoring its impact and gathering your feedback.

Operational costs and staffing levels

As outlined in Volume 3 - Our Finances section, we've been affected, like all councils, by unprecedented recent cost increases. Wherever possible we have minimised increases in operating expenditure over the 10 years. There are some activities, however, where investment is necessary to ensure legislative compliance and avoid significant negative impacts on levels of service, for example increased staff in regulatory roles (a graphic on page 33 shows where we are investing in our people). We have worked hard to defer any unnecessary expenditure to minimise rates increases in the short term, while ensuring our service delivery can achieve the strategic outcomes that are important to communities.

Our finances *Ngā ahumoni*

The financial challenges we're up against *Ngā wero ahumoni*

In the past three years, we've done well by improving essential services and meeting community needs. However, as we plan for 2024-34, we're facing tougher financial challenges.

Inflationary pressures and starting from behind

The global economy is in a vastly different space, and the costs of delivering our services will continue to increase significantly in the next 10 years. While consumer inflation has risen as high as 7.5 percent, local government costs have inflated as high as 50 percent in some instances.

Responding to the increasing cost of compliance

We face the challenge of additional costs to maintain crucial services due to compliance demands from central government; for example resource consent management. Balancing the books for the Long Term Plan becomes more difficult as we strive to meet these requirements.

Recognising the future demand for critical infrastructure investment

Over time, our critical infrastructure hasn't received the investment needed to keep it fit for purpose by today's standards and resilient to future natural hazards and extreme weather events. To meet the needs of Whakatāne District communities and make sure essential services keep working as they should, we need to spend some big dollars. However, the funding system we have to work within means we have limited ability to borrow funds for these necessary investments.

What this means for your rates

Council has worked hard to keep rates increases as affordable as possible, while grappling with these significant challenges. To keep meeting the current and future needs of communities, and avoid making the situation worse for future ratepayers, rates in year one of the Long Term Plan 2024-34 need to increase by an average of 15 percent (net of growth). Approximately 12 percent of this increase comes from the inflationary pressures and cost of compliance outlined on this page. The image on page 28 shows how rates fund the services we provide.



Balancing the books *E whārite ana i te mahere pūtea*

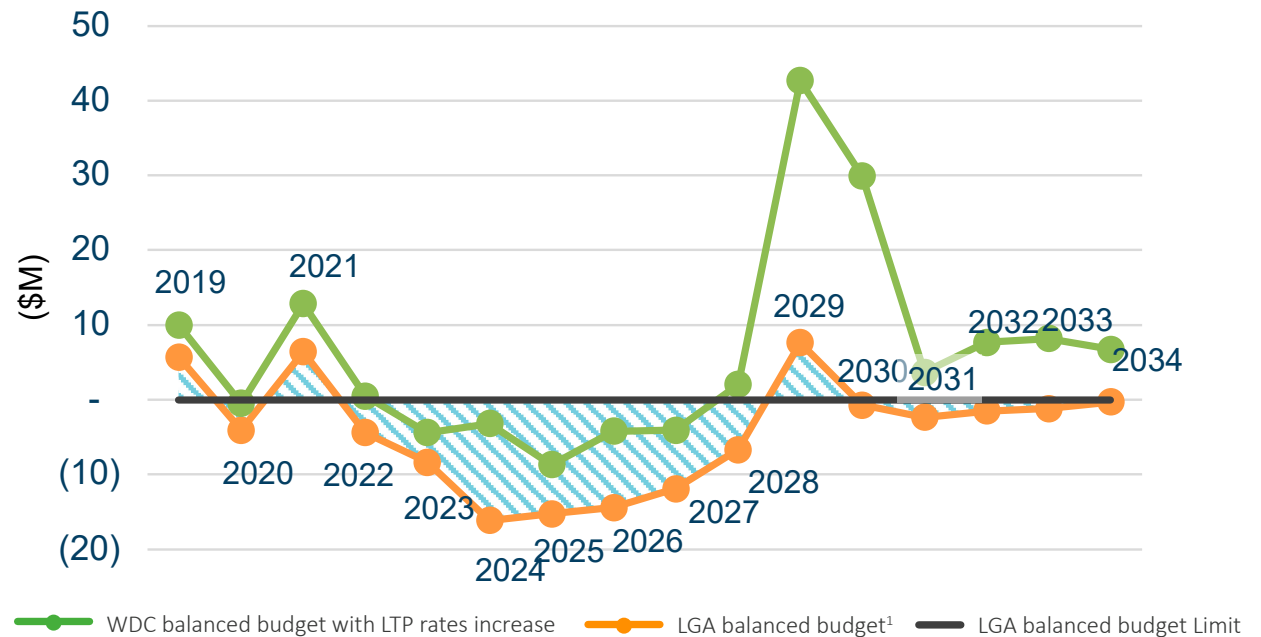
One of the guiding principles to our Financial Strategy (Volume 2) is prudent sustainable financial management. This means we're required to produce a 'balanced budget', defined in the Local Government Act as budgeting each year for operating revenue at a level sufficient to meet operating expenses budgeted for that year. The Act, however, does allow councils to budget for a deficit, if it resolves that it is financially prudent to do so, including consideration of the wellbeing of communities.

Over the 10 years of the Long Term Plan it costs almost \$1.4 billion to keep the services Council delivers to the community operating. This means that everyday costs need to be paid by everyday revenues. If we are not balancing the books it means we're borrowing money (debt) to cover the shortfall, which also means we have to cover the interest costs on that debt and it reduces our ability to borrow for future projects.

Over the lifetime of the Long Term Plan revenue needs to be set at a level sufficient not only to cover operating costs, but also to pay interest and principal on previous debt used to fund improvement to assets. This ensures that current ratepayers are contributing an appropriate amount towards the cost of the services they receive or can access.

As a result of the financial challenges we identified in the previous page, our starting position is now in deficit.

PROJECTED COUNCIL BALANCED BUDGET POSITION



1 To project the Councils' Balanced Budget Position we have used the Local Government (Financial Reporting and Prudence) Regulations Act 2014 definition, modified to exclude from the definition of revenue 'capital improvement subsidies' primarily related to NZ Transport Agency Waka Kotahi's capital improvement subsidies supporting road transportation improvements, and capital improvement grants and subsidies assumed for the Rex Morpeth Recreation Hub project.

Note: The spike in performance in 2029 and 2030 is caused by the one-off impacts of subsidies associated with Rex Morpeth Recreation Hub.

Recognising the 'cost of living crisis', we need to move towards a sustainable position, balancing the budget over the medium term. The capital investment programme and cost pressures from the Long Term Plan 2021-31 and this Long Term Plan, together with limitations on revenue, particularly due to affordability issues of rates, makes this very challenging.

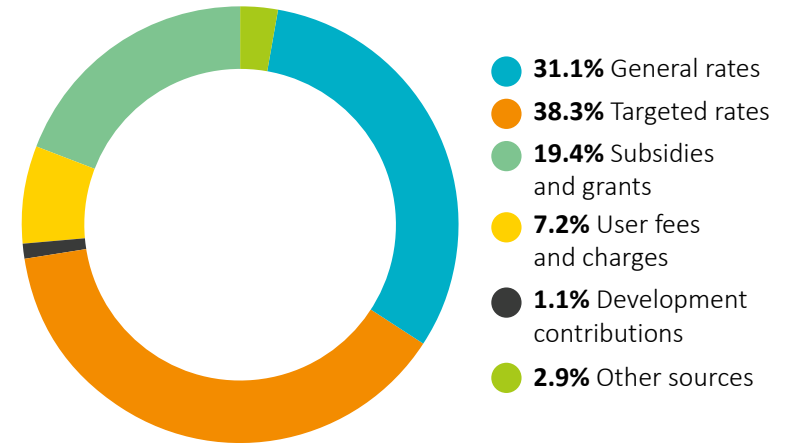
Feedback to this topic in the Long Term Plan consultation document largely supported the approach of implementing a phased increase in rates to address this over the first six years of this Long Term Plan. The plan projects that we will essentially achieve a balanced budget within the definition provided in the Local Government Act of balance budgets from the 2027/28 year. This represents a pragmatic balance between managing the pressures on current ratepayers and ensuring the Council remains financially sustainable into the future, whereby the actions of today do not significantly impact unfairly on ratepayers in the future.

How we'll fund the next 10 years

Ka pēhea mātau e utu i ngā tau 10 e heke mai nei

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

Rates make up the biggest portion of how we're funded. We aim to get money from other sources where we can, to help reduce the cost to ratepayers. During the next 10 years we expect around 69.5 percent of revenue to come from rates. Other funding sources include subsidies, grants, financial assistance rates and government partnerships, and fees and charges.



The average rate revenue increase

We have outlined average rate increases for average value properties across the district below.

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Weekly \$ increase *	\$12.30	\$11.93	\$9.92	\$7.07	\$7.81	\$9.06	\$5.99	\$5.33	\$3.54	\$2.83
% Increase (net of growth)	15.0%	12.7%	9.4%	6.0%	6.3%	6.9%	4.3%	3.7%	2.4%	1.8%

* GST Inclusive- Council's average total rating income increase percentage considers overall revenue including additional rates from new properties (growth), while the average (net of growth) is the average increase year on year for existing rateable properties across all the properties in the district that existed last year.

Impact of financial challenges on rates increases

Based on the past four years, we anticipate a 21 percent funding shortfall by 2025 due to rising costs. Of this, 4.7 percent will be covered as part of an average 15 percent rate increase (net of growth) in the first year, with the remaining shortfall spread over the next five years.

In the first year, the 15 percent is comprised of:

- 4.7 percent as part of the six year staged approach to address previous cost and compliance increases.
- 5.9 percent exceptional cost increases specifically related to 2024-25. This includes 1.7 percent for waste management and 1.2 percent for insurance inflation, with the remaining 3 percent covering general cost inflation.
- 1.4 percent to support borrowing for asset improvements and to offset higher interest rates.
- 3 percent to address additional compliance issues and meet increased service demands, after accounting for savings.

What does a 15 percent average rates increase across the district in year one mean?

A 15 percent increase in rates revenue (in year one) doesn't mean everyone will receive a 15 percent increase on their rates bill. The average rate increase for 90 percent of residential properties can vary between 10 and 20 percent. The increase for each property depends on the rates and services the property is charged for, and the type and value of the property.

General rates differential for high value properties

In 2012, we introduced a differential general rate system. This meant that properties with a capital value exceeding \$15 million were charged the same rate per dollar for the first \$15 million of the property's value. However, for every dollar beyond \$15 million, a lower rate (25 percent less), was applied. Initially, this affected two large industrial properties.

Since then, we've had two property valuation cycles. Between January 2019 and September 2022, the average house price in the district rose by approximately 60 percent from \$486,000 to \$744,000*. Consequently, many high-value properties, including those already subject to the differential, have seen valuation increases exceeding 60 percent. As a result, the number of properties subject to the differential has increased from two to about 50.

As part of our review for this Long Term Plan, our Financial Strategy includes raising the threshold for the differential from \$15 million to \$30 million. This means roughly 15 properties, mainly in commercial, industrial, horticultural, and farming sectors, will remain in the high-value category. Some of these properties also have a separate targeted district growth rate applied specifically to certain commercial and industrial properties.

This change doesn't alter the total amount of rates collected by the Council. Instead, it means the approximately 50 properties won't receive the 25 percent lower differential for every dollar of their property value over \$15 million.

Instead, they'll only receive it for each dollar over \$30 million. The removal of this lower differential translates into a lower rates increase this year for approximately 16,000 properties with capital values below \$15 million.

More information of rates setting and rating impacts of general versus targeted rating

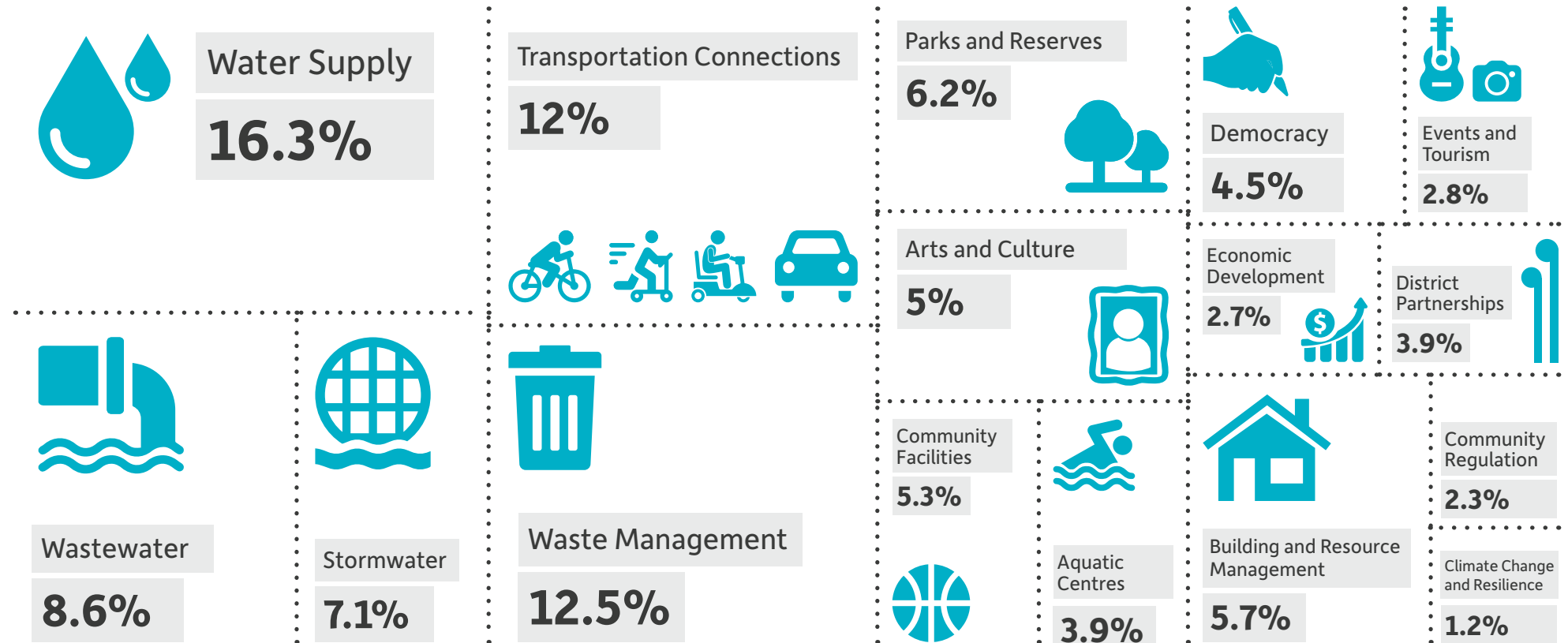
More information on how we set rates is provided in the Revenue and Financing Policy in Volume 2, and additional information on specific rate types and levels for the coming year including tables of indicative rates amounts and increases are set out in the Funding Impact Statement – Rating Information at the end of the Financials section in Volume 3.

* Source: qv.co.nz

How rates fund the services we provide

Ngā Tāke Kaunihera o ia ratonga

This shows how rates are divided up to fund our activities. You can see that the bulk of spending is on essential services.



Our operating expenditure

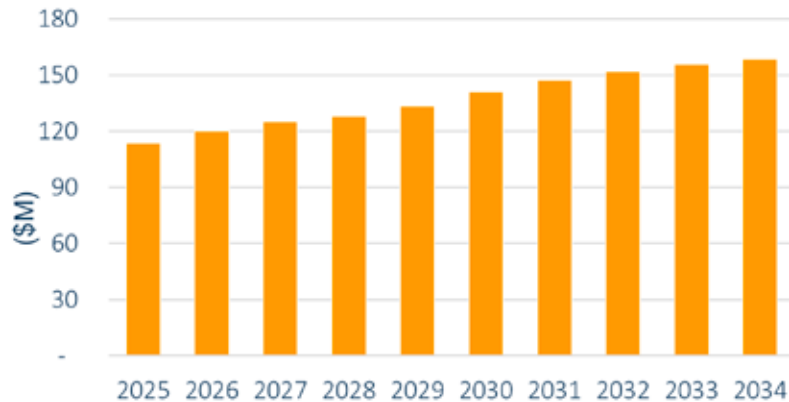
Te Whakapaunga utu Mahi

Our operating budget of

\$1.38 billion

covers the day-to-day costs of delivering our services over the life of the Long Term Plan.

Total operating expenditure trend



Examples of operating expenditure in this Long Term Plan



Personnel costs
\$345m



Direct costs
\$555m



Finance costs
\$145m



Asset depreciation
\$335m

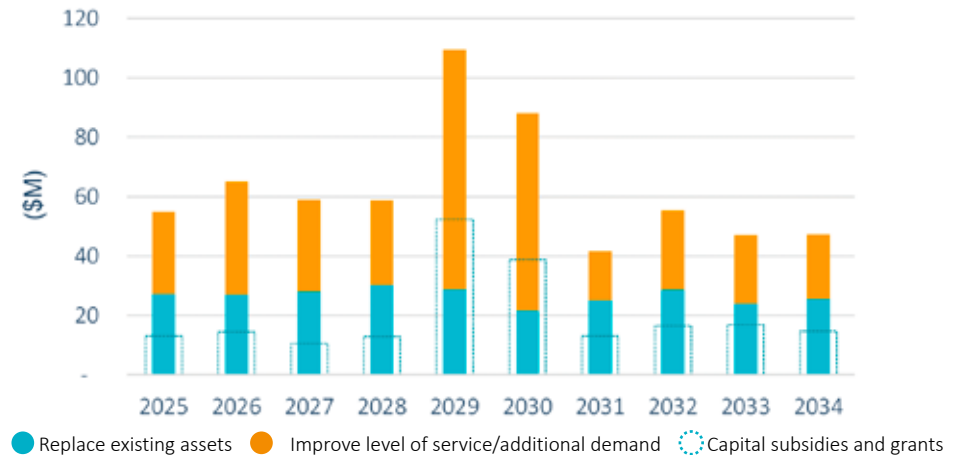
Our capital expenditure

Te Whakapaunga utu Rawa

Our capital budget of

\$626.6 million

represents our investment over the life of the Long Term Plan in maintaining the assets we already have, improving levels of service through new infrastructure and responding to demand. Expenditure for 2029-30 includes the major development phase associated with Rex Morpeth Recreation Hub, should further development be approved at that point.



Examples of significant capital expenditure in this Long Term Plan



Three Waters
\$213m



Transportation (roading)
\$207m



Parks/community facilities
\$136m



Other activity
\$71m

For a full breakdown of expenditure in this Long Term Plan, refer to 'Our Finances In Detail' in Volume 3. For an explanation of how debt is used to fund the capital investments needed, refer to the 'Financial Strategy' in Volume 2.

USING DEBT WISELY

Te whakamahinga taurewa

While borrowing money to cover everyday costs of Council would not be an ideal solution, it is sensible to borrow for long-lasting assets like water systems, roads, and community buildings. Using loans for these things allows us to spread costs over time, so both current and future residents contribute their fair share. This approach also helps keep rate increases more stable. However we recognise having debt can feel uncomfortable.

One of the key issues covered in our Long Term Plan Financial Strategy is how and why we'll use borrowings in the next 10 years, and our strategy to ensure we fund repayments of that debt. It's important that we prudently manage the amount of borrowings, while enabling continued investment in community assets.

Setting prudent limits

The New Zealand Local Government Funding Agency (LGFA) is one of the main lenders to New Zealand Councils. As our key lender, LGFA has set a limit on how much it believes our Council can comfortably borrow, based on our net debt (that's external borrowing less cash and investments) compared to revenue. We are currently undertaking a credit rating assessment and have assumed this will be completed successfully in the next few months. At that point our debt to revenue limit set by LGFA would be 280 percent, and interest to revenue limit would be 20 percent (LGFA debt to revenue limit for unrated councils is 175 percent).

In our Treasury Management Policy, which has been reviewed as part of this Long Term Plan, we have set our internal limits below those deemed acceptable

by LGFA, with our net debt to total revenue limit set at 250 percent, and net interest to rates revenue limit set 15.0 percent*. These are limits not targets and in our Long Term Plan we project the maximum debt to revenue being 207 percent by 2031 before dropping to 190 percent with repayment by 2034. That's the equivalent of a household earning \$100,000 per year and having a mortgage of \$192,000.

Based on this projection that means we would have at minimum \$66 million available to us to respond to unanticipated events while staying within this limit and up to \$140 million, on average across the 10 years, if we went to the 280 percent limit allowed by our lenders.

IMPORTANT UPDATE

FitchRatings assigned Whakatāne District Council a first-time 'AA-' rating on 11 July 2024.

*The charts on page 32 show our projected performance in this Long Term Plan against these quantified limits.

The significance of Three Waters on debt and debt limits

Central government has confirmed that the Three Waters Reform programme will not proceed. At this stage, however, the tougher regulations remain in place, requiring significant upgrades to our assets and services over the coming decades in order to comply.

The emerging dominance of Three Waters has prompted several changes or considerations in our proposed Financial Strategy for this Long Term Plan. One of the key issues with water, as highlighted in more detail in the Infrastructure Strategy in Volume 2, is the acknowledged requirement for significant new projects to address historic under-investment and maintain service level expectations at the minimum standards that Council must achieve as set by regulators like Taumata Arowai.

The volume of investment required over the next 30 years far outweighs Council's ability to secure borrowings to support the programme, irrespective of the additional affordability issues this increased investment would have on ratepayers.

When we drill down and look at the proposed level of debt for just our Three Waters activities alone, compared to the revenue for these activities over the next 10 years, the ratio appears to be as high as 330 percent. As a reference, if we compared this with all activities of Council, excluding Three Waters, the Rex Morpeth Recreation Hub project, and debt associated with strategic property which has third party returns, the maximum projected debt to revenue ratio for Council over the next 10 years would be 140 percent. This would then reduce to 125 percent by 2034, and the maximum interest to revenue ratio would be 7.5 percent.

The significance of external funding

The Projections in the Long Term Plan provide for \$219 million in external funding to support capital expenditure through subsidies and development contributions. There are three major components of capital that are particularly dependent on the assumptions of levels of subsidies being achieved.

Transport connections: 64 percent of the Transportation Connections activity group capital expenditure budget of \$207 million projected in this Plan is anticipated to be funded through subsidies particularly from New Zealand Land Transport Waka Kotahi.

Matatā Wastewater Project: 39 percent of the \$42 million capital expenditure budget identified in the plan is anticipated to be funded by subsidies and grants.

Rex Morpeth Recreation Hub: Approximately 58 percent of the \$107 million capital budget associated with this project is assumed to be funded from external sources (external third party subsidies of \$49 million and development contributions of \$14 million). The majority of this capital budget is related to the second stage of the project, budgeted at almost \$100 million including inflation and contingencies across 2028-30.

With respect to Matatā and Rex Morpeth where there is a higher level of uncertainty over the ability to secure external funding in line with these assumptions, on the basis that the project capital expenditure would be cancelled or deferred if external funding levels are not received, there are no anticipated negative financial implications or risks associated with not achieving the external funding. In the Group of Activities in Volume 1, based on the assumption of investment in these projects, we have indicated anticipated increases in levels of service for the Wastewater and Halls activities respectively. If these projects were not to proceed, based on not achieving the assumed external funding, the level of service for these activities would be 'maintain' rather than 'increase'.

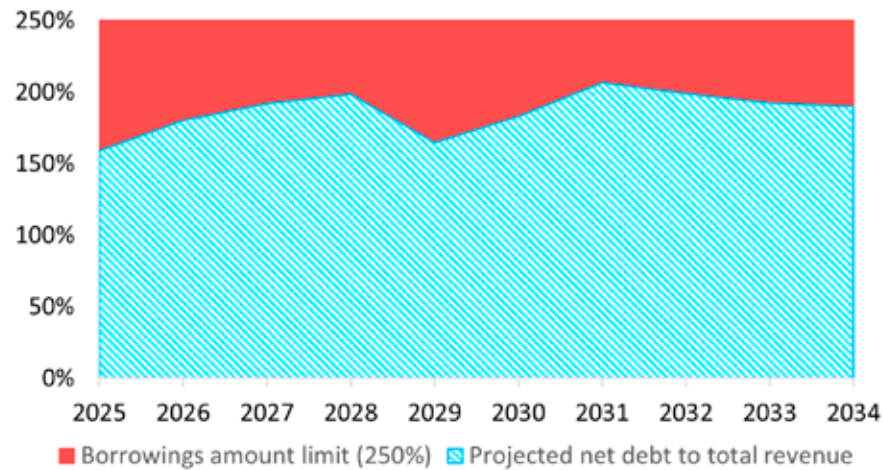
Managing interest and repayment of debt

Our risk management strategies for debt are outlined in Council’s Treasury Management Policy, including strategies to manage interest rate risk, limits to manage liquidity and funding exposure, counterparty credit exposure, debt repayment, borrowing limits, maintaining financial covenants and security arrangements. Interest rate swaps are held as part of the interest rate risk management strategy, in line with the Treasury Management Policy available from our website at [whakatane.govt.nz/documents/policies-and-bylaws](https://www.whakatane.govt.nz/documents/policies-and-bylaws)

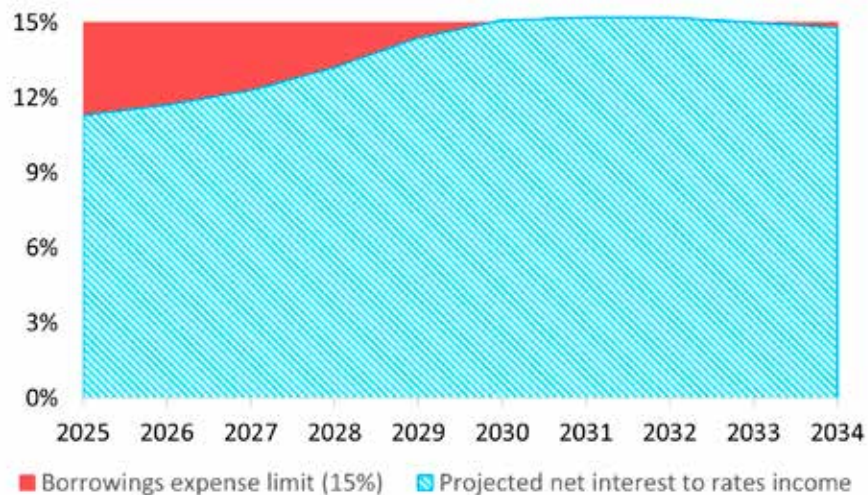
Our Financial Strategy ensures provision is made for funding the repayment of principal on debt associated with previous investment in improving assets, based on the anticipated benefit over the life of that investment to the ratepayers who benefit from it. Over the 10 years of this Long Term Plan that equates to over \$100 million in repayments, of which over 40 percent relate to Three Waters.

As can be seen from the graph on this page critical decisions associated with Three Waters and Rex Morpeth Recreation Hub will need careful consideration as we head into the next Long Term Plan to ensure interest as a ratio of revenue is able to be maintained at a sustainable level.

PROJECTED NET DEBT COMPARED TO TOTAL REVENUE LIMIT OF 250%



PROJECTED NET INTEREST COMPARED TO RATES INCOME LIMIT OF 15%

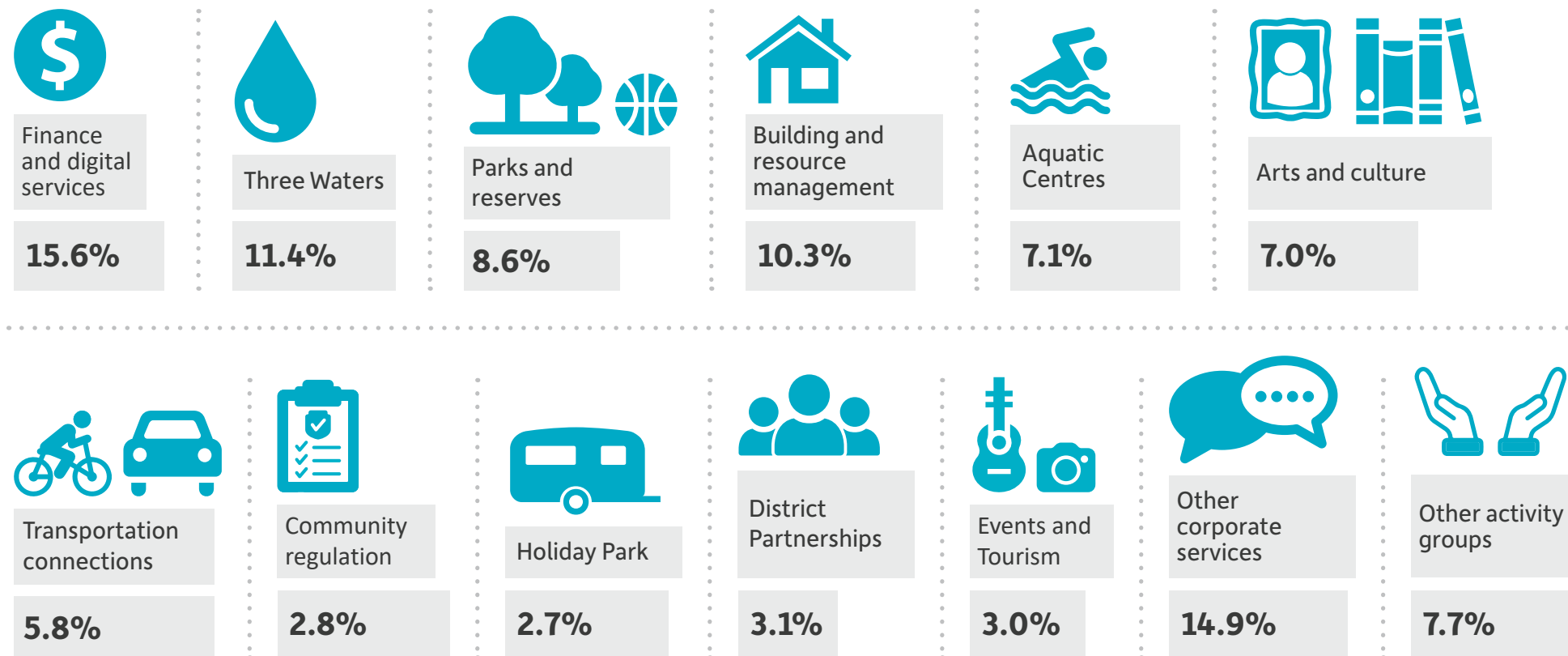


Our people

He tangata

How our staff are distributed across our services

People are the lifeblood of any council. We have an incredible team of frontline operators and support staff who do the hard mahi to make the Whakatāne District such a great place to live. In recent years, our suite of services has grown and compliance expectations have increased. This is likely to continue for at least the first three years of the Long Term Plan and we will be investing in some key roles across this period, particularly in consenting and regulation, digital services and iwi relationships. While it is important we resource our work programme as efficiently as possible, we are also trying to keep costs down by bringing some work back in-house that has previously been contracted out.









Groups of Activities Summaries




*Te Whakarāpopototanga
o ngā mahi a ngā Rōpū
Kaunihera*

Activities and levels of service you can expect

Ngā mahi me ngā taumata ratonga me mahi rā ka tika

We need to make a commitment to you about the level of service you can expect from us for each of these activities and how it compares to the previous Long Term Plan. We've thought carefully about each activity and whether we reduce, maintain or improve the level of service. The key thing to remember here is that simply maintaining a level of service means we still need to increase our spending each year. This is because we need to meet inflationary increases and make improvements to our assets like roads and footpaths.

LEVELS OF SERVICE KEY	
	Increase
	Maintain

DEMOCRACY	
	Governance
	Community Support/Grants
	Community Boards



ARTS AND CULTURE	
	Libraries and Galleries
	Museums and Archives



DISTRICT PARTNERSHIPS	
	Strategic Māori Relationships
	Community Development
	Community and Road Safety



AQUATIC CENTRES	
	Aquatic Centres


EVENTS AND TOURISM	
	Visitor Information
	Marketing and Events


ECONOMIC DEVELOPMENT	
	Economic Development
	Strategic Property



CLIMATE CHANGE & RESILIENCE	
	Climate Change
	Emergency Management

STORMWATER	
	Waters Management
	Stormwater Drainage




WASTE WATER	
	Trade Waste
	Wastewater




WATER SUPPLY	
	Water Supply



PORTS AND HARBOUR	
	Ports and Harbour





PARKS AND RESERVES	
	Parks, Reserves and Gardens
	Cemeteries



WHAKATĀNE HOLIDAY PARK	
	Whakatāne Holiday Park

TRANSPORT CONNECTIONS	
	Transport Network Connections
	Parking Enforcement
	Shared Use Pathways

BUILDING AND RESOURCE MANAGEMENT	
	Building Services
	Resource Consents
	Resource Management Policy

WASTE MANAGEMENT	
	Waste Disposal
	Waste Minimisation

COMMUNITY REGULATION	
	Animal Control
	Environmental Health
	Liquor Licensing
	Regulation Monitoring

COMMUNITY FACILITIES	
	Halls
	Public Conveniences



DEMOCRACY

Manapori

Activities in this group

- ▶ Governance
- ▶ Community Support and Grants
- ▶ Community Boards

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for this group of activity will be maintained.

What we do and how we do it

This group of activities provides open, effective and accountable governance for the Whakatāne District and supports connected and inclusive leadership for our communities. Council is 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 work with the Elected Members, the Council’s committees and sub-committees, community boards, 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



Strong, connected, interdependent, diverse communities



Constructively and collaboratively engaging with iwi, hapū and whānau

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Support our smaller and remote communities to plan for their future - what changes should occur in the area and when, all across the district, and investing in making sure these changes happen.



Strengthening relationships with iwi, hapū and whānau – *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Enable iwi participation in planning, decision-making and reflect cultural aspirations through the projects we deliver (e.g. financial support, capability, design).

Challenges

- Engaging with remote communities to enable them to participate in our Annual and Long Term Plan processes requires considerable time and resources and we are always looking for opportunities to do this more effectively
- Ensuring we deliver on our Te Tiriti obligations requires strong internal leadership. Council has developed a series of recruitment, on-boarding and ongoing training processes to meet this challenge

Significant negative effects

There are no significant negative effects associated with the activities in this Activity Group.

Key performance indicator

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.

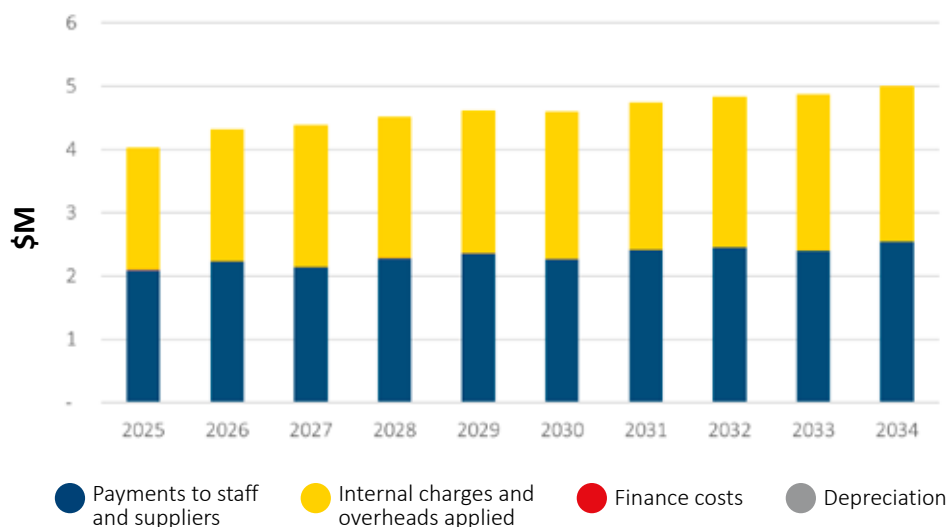
Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We ensure that there are opportunities for public participation in decision making.	Percentage of meeting and committee agendas made available to the public within statutory timeframes.	New measure*	100%	100%	100%	100%
	Percentage of Council meetings that are publicly live streamed.	New measure*	90%	90%	90%	90%

*This is a new measure for the Long-Term Plan 2024-34. Therefore, we do not have results from previous years to compare our targets to.

Key financial summary

OPERATING EXPENDITURE

\$45.9 million Total operating expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The majority of operating expenditure in this activity group are impacted by standard inflation increases, with the exception of a small increase in year two in Community Matching Funds to support the community groups contributing to our community vision.

CAPITAL EXPENDITURE

\$Nil

Total capital expenditure over the 10 years 2025-34



ARTS AND CULTURE

Ngā Toi me te Ahurea

Activities in this group

- ▶ Libraries and Galleries
- ▶ Museums and Archives

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for this group of activity will be maintained.

What we do and how we do it

This group of activities provides and maintains a range of services, spaces and facilities for community use, recreation and amenity. As a district with a deep history of arts and culture, it's important that Council continues to provide activities and spaces that enhance this, and in turn, improve the quality of life for our residents and visitors, and celebrate this beautiful district and its people, both past and present.

Key projects

- Improvements to our library collections
- Delivering our Arts, Culture and Creativity Strategy

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Constructively and collaboratively engaging with iwi, hapū and whānau

Significant negative effects

There are no significant negative effects associated with the activities in this Activity Group.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
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 Whanga a Toi - Whakatāne Library and Exhibition Centre).	84%	78%	78%	78%	78%

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities – *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Invest wisely in recreation, events, and the arts to have a broader range of ‘things to do’ (especially for our youth).



Strengthening relationships with iwi, hapū and whānau – *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Work with iwi, hapū and whānau, to improve equity and wellbeing outcomes.

Challenges

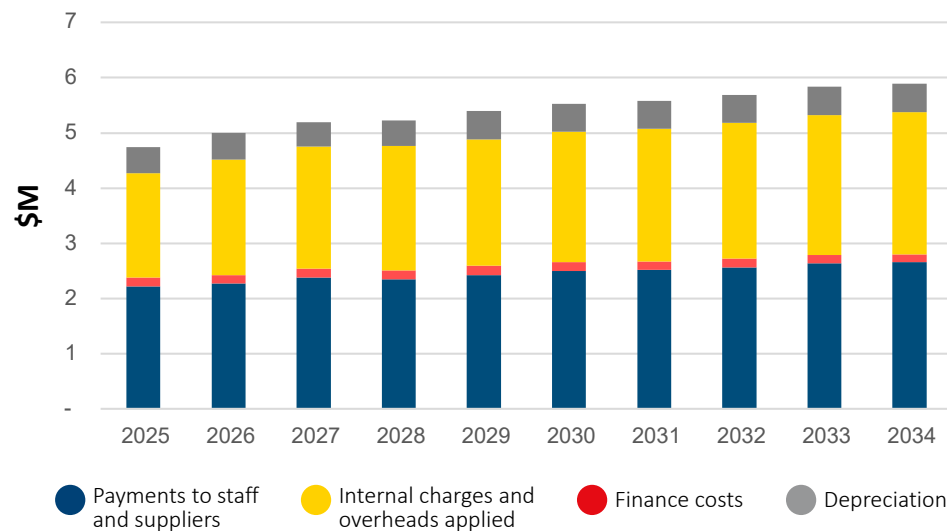
- Finding and retaining staff that reflect the diversity of our communities is a challenge we address by prioritising community partnerships and collaboration with other regional authorities.
- We are always striving to help communities understand what services they can expect and optimising resources to deliver a quality community experience

Key financial summary

OPERATING EXPENDITURE

\$54.1 million

Total operating expenditure over the 10 years 2025-34



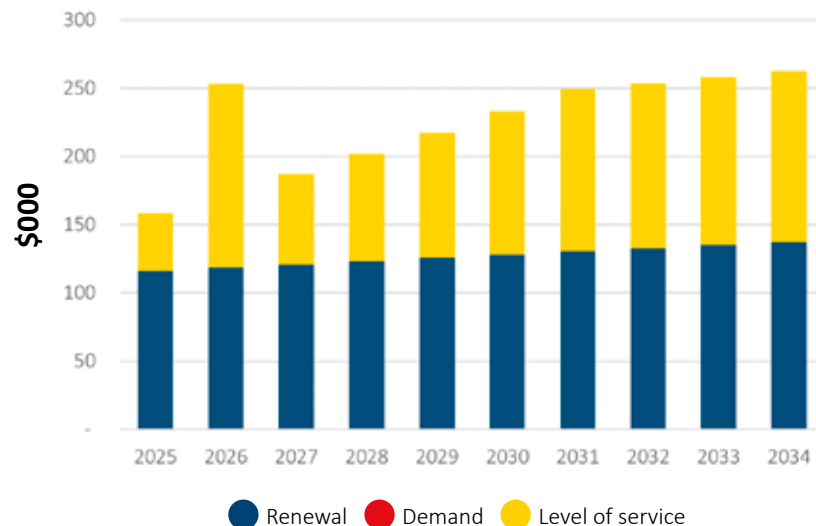
Commentary on material changes since the last Long Term Plan, if any:

Changes in operating expenditure in this activity group include investment in supporting the delivery of the Arts Strategy outcomes identified through community engagement over the last 12 months.

CAPITAL EXPENDITURE

\$2.3 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

Capital expenditure increase in 2026 includes the Digital Studio project at Te Whare Taonga o Taketake at \$80,000. The balance in capital expenditure relates to renewal and improvements across the libraries collections.

Capital Expenditure – Arts and Culture

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Library Collection Improvement	LOAN 100	32	42	54	66	275	487	925
Replace existing assets:								
Library Mixed Collection Renewals	RENEWAL 100	108	116	119	121	378	536	1,270
Major projects total		573	158	172	187	653	1,024	2,194
Operational		0	-	81	-	-	-	81
Total group capital expenditure		573	158	253	187	653	1,024	2,275

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for Forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



DISTRICT PARTNERSHIPS

Ngā Kōtuituinga i te Rohe

Activities in this group

- ▲ Strategic Māori Relationships
- ▶ Community Development
- ▶ Community and Road Safety

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Community Development and Community and Road Safety will be maintained. Level of service for Strategic Māori Relationships will increase.

What we do and how we do it

This group of activities collectively advances the Whakatāne District towards greater fairness, equity, and inclusivity, and puts communities at the heart of decision making.

Māori Relationships have a critical role in ensuring the Council delivers on our Te Tiriti obligations and responsibilities. Council recognises the huge role iwi and hapū play in the social, environmental, cultural and economic future of the district. This activity fosters pride, preserves traditions, and supports community-led initiatives, whilst progressing opportunities for iwi and hapū to have greater input into Council decision making. Council's commitment and resourcing is a step to reflect the important role iwi and hapū play in unlocking the Māori Economy.

Community Development stands as a pillar ensuring Council fulfils its social wellbeing obligations while empowering communities to articulate and achieve their aspirations effectively. Community and Road Safety fosters a culture of participation and responsible social behaviour and road use to protect pedestrians, cyclists, and motorists.

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Constructively and collaboratively engaging with iwi, hapū and whānau

Key projects

- Te Toi Waka Whakarei Māori Relationships Strategy outcomes
- Developing organisational cultural competencies

Challenges

- As we experience a broader range of well-being challenges in our community, we need to ensure we have the capacity to respond effectively
- Attracting external or partner funding for projects that will make a significant difference to our communities is an ongoing challenge

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Support our smaller and remote communities to plan for their future – what changes should occur in the area and when, all across the district. And invest in making these changes happen.
- Work with other agencies and community organisations to focus on social wellbeing outcomes (such as health, homelessness, and safety).
- Increase safety for people moving around the district (e.g. Community Safety Cameras, good lighting, multi-modal transport, accessibility for people with disabilities).



Strengthening relationships with iwi, hapū and whānau – *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Implement strategies and programmes designed to enhance staff and councillor capability and capacity to effectively partner with iwi, hapū and whānau.
- Enable iwi participation in planning, decision making and reflect cultural aspirations through the projects we deliver (e.g. financial support, capability, design).
- Work alongside Māori landowners to support and enable development of Māori land.
- Work with iwi, hapū and whānau, to improve equity and wellbeing outcomes.

Significant negative effects

There are no significant negative effects associated with the activities in this Activity Group.

Key performance indicator

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.

Performance measure for Strategic Māori Relationships Activity

Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We are strengthening our capability to engage meaningfully with Māori.	Progress on the Māori Relationship Strategy.	New measure*	Deliver Te Kahupapa Annual Training. Deliver Health Check of Iwi Relationships-survey	Deliver Te Kahupapa Annual Training. Deliver Te Reo Policy	Deliver Te Kahupapa Annual Training. Deliver Health Check survey of Iwi Relationships-survey	80% of staff and Councillors have completed Te Kahupapa Training and are confident to deliver on our legislative responsibilities, supported by systems and strategy

* This is a new measure for the Long-Term Plan 2024-34. Therefore, we do not have results from previous years to compare our targets to.

Performance measure for Community and Road Safety Activity

Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We undertake road safety education and promotion, with a focus on reducing fatalities and serious injury crashes.	The change from the previous year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. +	25 (two more than the 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

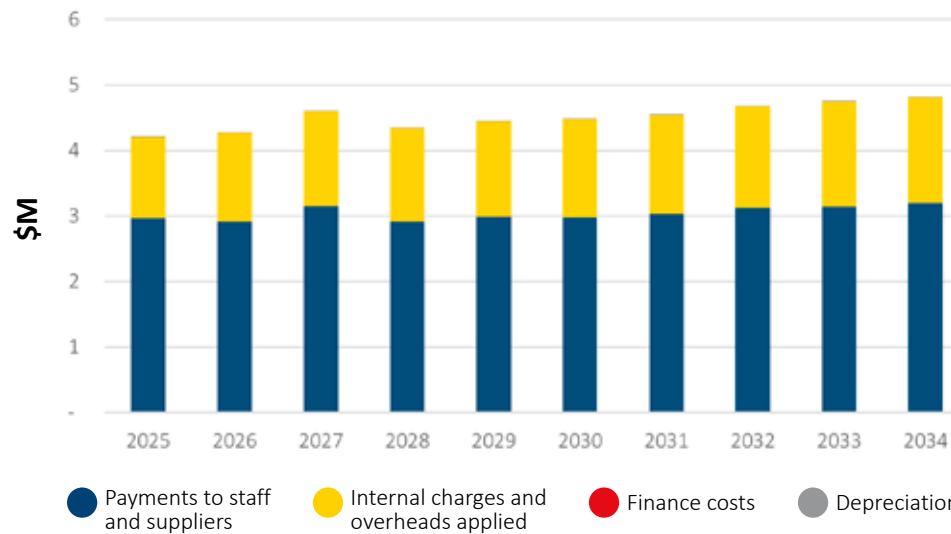
+ Measure required by the Department of Internal Affairs.

Key financial summary

OPERATING EXPENDITURE

\$45.2 million

Total operating expenditure over the 10 years 2025-34



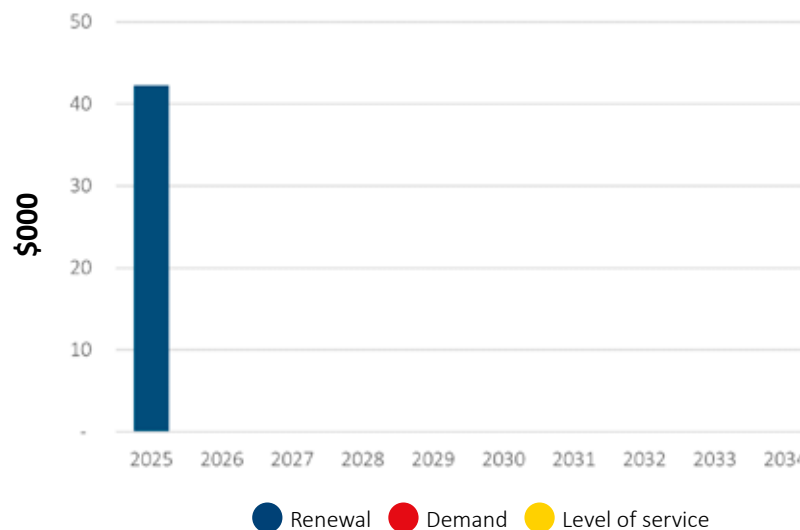
Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure increases in District Partnerships include increased investment in Strategic Māori Relationships, ensuring we can deliver on Council legislative and relationship obligations. The budget for community grants and funding has also increased since the last Long Term Plan. This investment will continue to support delivery of Council’s vision and key infrastructure projects, in addition to compliance costs to meet legislative obligations.

CAPITAL EXPENDITURE

\$42.2 thousand

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

Capital expenditure in 2025 includes the balance of expenditure planned on CCTV deployment, previously included in Long Term Plan 2021-31, which is in addition to the capital investment in CCTV made in 2024, funded by central government’s Better Off Funding Subsidies, and for which ongoing operating costs to maintain the services are now provided for within the Corporate Services Activity Group operating costs.

Capital Expenditure – District Partnerships

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Major projects		-	-	-	-	-	-	-
Operational		22	42	-	-	-	-	42
Total group capital expenditure		22	42	-	-	-	-	42

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for Forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



AQUATIC CENTRES

Ngā Puna Kauhoe

Activities in this group

- ▶ Aquatic Centres

The level of service for this group of activity will be maintained.

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

What we do and how we do it

Providing opportunities to improve the wellbeing of our communities is a large part of what we do at Council. Because of this, it's important Council provides the public with safe and affordable places to swim and gym, allowing our community to focus on looking after their health and wellbeing, as well as developing their swimming skills. It also assists with delivering other recreational-based programs within the Whakatāne District.

Key projects

- Replacing the air handling units at Whakatāne Aquatic Centre
- Updates to our changing rooms, pool covers and lining of our pools
- Energy efficiency improvements

Contribution to community outcomes



Strong, connected, interdependent, diverse communities

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities
 – *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Invest wisely in recreation, events, and the arts to have a broader range of ‘things to do’ (especially for our youth).

Challenges

- Finding the right staffing levels to balance safety with keeping our centres affordable places to visit
- Increasing operating costs is a significant challenge that can impact on Council’s ability to deliver services. We address this challenge through energy efficiency schemes and regular reviews of fees and charges, for example.

Significant negative effects

There are no significant negative effects associated with the activities in this Activity Group.

Key performance indicator

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.

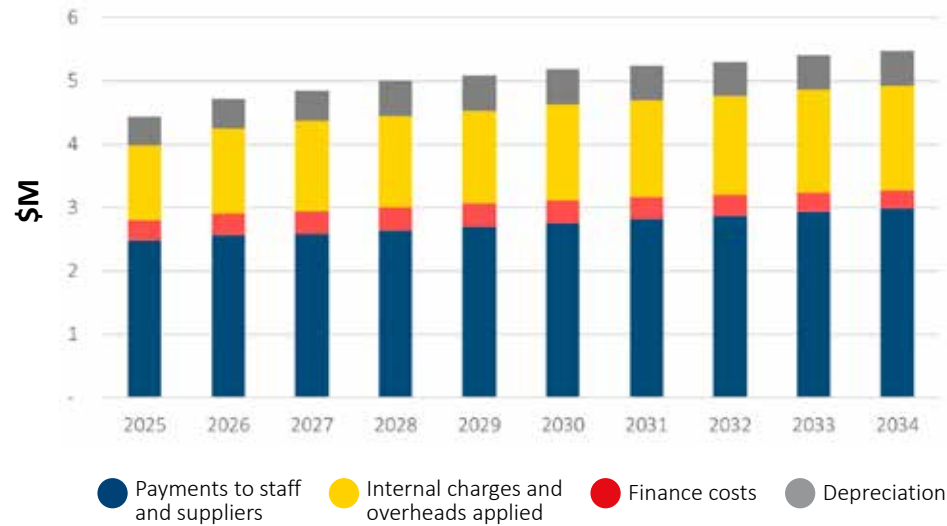
Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
Our aquatic centres provide quality customer experiences.	User satisfaction with public swimming pools in the Whakatāne District.	81%	77%	77%	77%	77%

Key financial summary

OPERATING EXPENDITURE

\$50.7 million

Total operating expenditure over the 10 years 2025-34



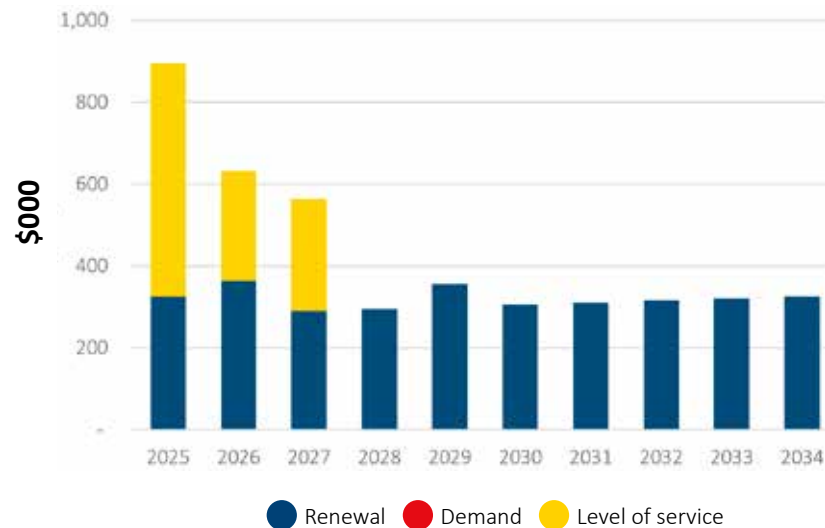
Commentary on material changes since the last Long Term Plan, if any:

In general operating expenditure in delivery of Aquatic Centres is mainly driven by inflation following the volatility over the last few years. One cost which continues to increase above average in this activity group, consistent with market pricing, is utilities costs. We continue to actively pursue procurement strategies to minimise this impact.

CAPITAL EXPENDITURE

\$4.3 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

Capital expenditure in the first three years includes one-off improvement projects before return to a baseline level on asset renewals in years four to 10.

Capital Expenditure – Aquatic Centres

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Whakatāne AHU 1,2,3	LOAN 100	-	527	268	274	-	-	1,069
Replace existing assets:								
Whakatāne Aquatic Centre Renewals	RENEWAL 100	27	232	215	219	681	962	2,308
Murupara Aquatic Centre Renewals	RENEWAL 100	195	79	81	55	170	240	625
Major projects total		914	838	564	548	851	1,202	4,002
Operational		36	58	69	16	107	72	322
Total group capital expenditure		950	896	632	564	958	1,274	4,324

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for Forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



EVENTS AND TOURISM

Ngā Pāpono me te Ahumahi Tāpoi

Activities in this group

- ▶ Visitor Information
- ▲ Marketing and Events

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Visitor Information will be maintained.
 The level of service for Marketing and Events will increase.

What we do and how we do it

This group of activities provides an important link between visitors and local businesses to improve experiences for visitors to the district. It encourages our visitors to experience the whole district and to stay longer, enjoying what the district has to offer. Marketing and events aim to foster and enhance community vibrancy and social wellbeing, and help create a place where people want to live, work and play.

Key projects

- Recreational cycle trails
- New tourism product development

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Thriving circular economies

Significant negative effects

There are no significant negative effects associated with the activities in this Activity Group.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We enhance the local economy of the district for our communities by promoting tourism and events.	Satisfaction with efforts to promote tourism.	60%	63%	63%	63%	63%
	Satisfaction with efforts to enable and promote events.	60%	61%	61%	61%	61%

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities
– Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori

- Invest wisely in recreation, events, and the arts to have a broader range of ‘things to do’ (especially for our youth).



Facilitating economic regeneration and responding to development pressures
– Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare

- Back our economy, in particular the tourism and events sectors, to enable economic and employment growth and attract new business and investment into the District.

Challenges

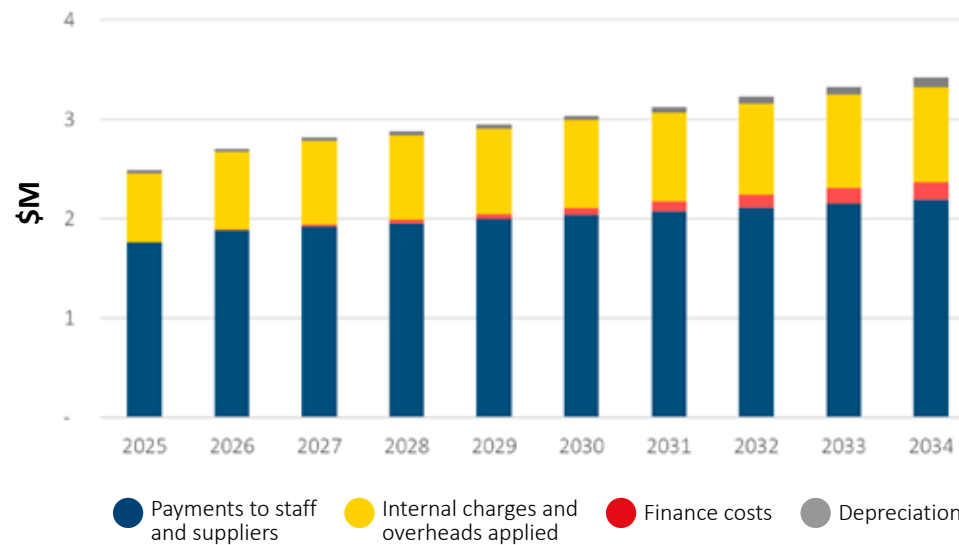
- Continuing to rebuild the visitor economy following Whakaari eruption and COVID travel restrictions is a challenge for the whole district.
- A reduction in the level of international visitors in recent years has been a challenge and Council works hard to ensure tourism operators are supported district-wide

Key financial summary

OPERATING EXPENDITURE

\$30.0 million

Total operating expenditure over the 10 years 2025-34



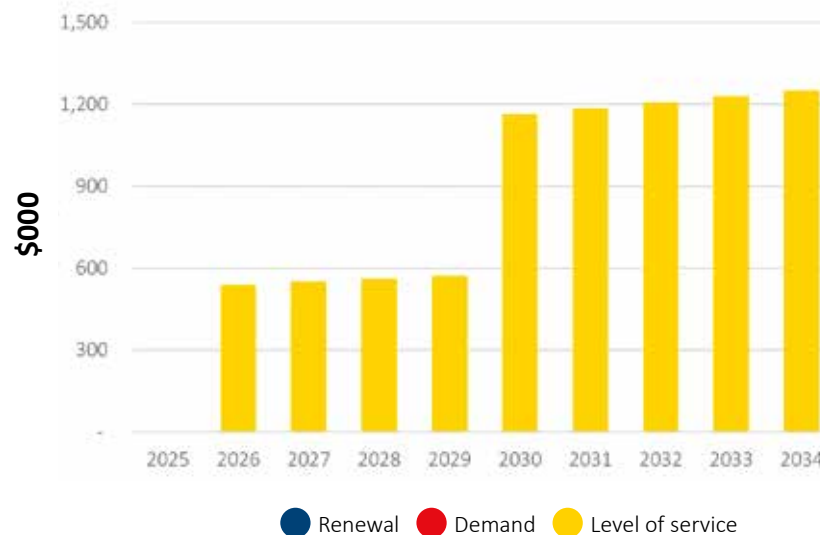
Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure covers developing new tourism products and services including a destination cycleways strategy.

CAPITAL EXPENDITURE

\$8.3 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

Capital expenditure covers implementation of projects to support a recovering tourism sector across the district of destination cycleways projects resulting in an increase in level of service.

Capital Expenditure – Events and Tourism

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Destination Cycleways	LOAN 50 SUBSIDY 50	-	-	539	550	2,299	4,875	8,263
Major projects total		-	-	539	550	2,299	4,875	8,263
Operational		-	-	-	-	-	-	-
Total group capital expenditure		-	-	539	550	2,299	4,875	8,263

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for Forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



ECONOMIC DEVELOPMENT

Te Whakawhanake Taiōhanga

Activities in this group

- ▶ Economic Development
- ▲ Strategic Property

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Economic Development will be maintained.
The level of service for Strategic Property will increase.

What we do and how we do it

This group of activities contributes to a thriving district. The Economic Development team aims to stimulate growth and create employment and business opportunities in the Whakatāne District. It focuses on leveraging existing relationships and procurement approaches to attract new business and investment, with particular attention to development opportunities, the Māori economy, and key sectors like tourism, aquaculture, boat building, and agriculture. The Strategic Property team looks after all of Council's commercial and harbour board property and leases, and manages property regeneration and strategic development projects.

Key projects

- A fund for improvements to Kopeopeo and townships in the wider district
- Exploring urban design options to integrate the town centre with floodwall height increases
- Property acquisition fund

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Integrating nature into our decision making



Thriving circular economies



Constructively and collaboratively engaging with iwi, hapū and whānau

Alignment with strategic priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori

- Support our smaller and remote communities to plan for their future- what changes should occur in the area and when, all across the district. And invest in making these changes happen.



Facilitating economic regeneration and responding to development pressures

– Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare

- Back our economy, in particular the tourism and events sectors, to enable economic and employment growth and attract new business and investment into the district.



Strengthening relationships with iwi, hapū and whānau

– Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki

- Work with iwi, hapū and whānau, to improve equity and wellbeing outcomes.



Building climate change and natural hazard resilience, including our infrastructure

– Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto

- Partner with at-risk communities about climate change adaptation and what this might mean for them (e.g. those communities which may be impacted by rising sea-levels, flooding).

Challenges

- Tightening economic conditions are a challenge for many of our local businesses. Council staff work with the business community to identify and promote local investment and employment opportunities,
- Managing legal risk associated with property transactions is a growing challenge we address by engaging specialist advice in these areas where necessary.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
High levels of economic growth can have significant social and environmental effects.	✓	✓		✓	Council will ensure that economic growth and activity has regard for social, cultural, economic and environmental wellbeing in decision making to mitigate all risks.

Key performance indicator

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.

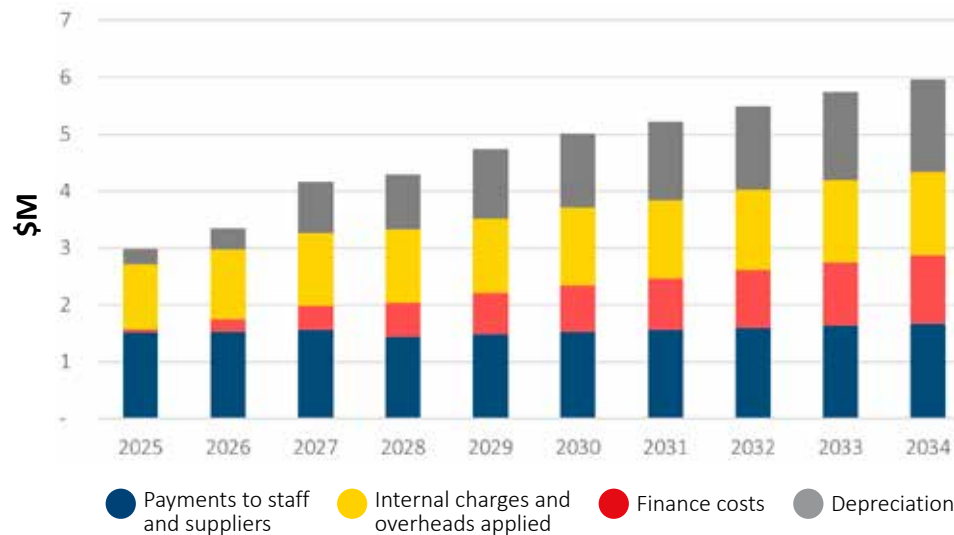
Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We enhance the local economy of the district for our communities by being attractive to businesses.	Satisfaction with efforts to attract and expand business.	53%	56%	56%	56%	56%

Key financial summary

OPERATING EXPENDITURE

\$47.0 million

Total operating expenditure over the 10 years 2025-34



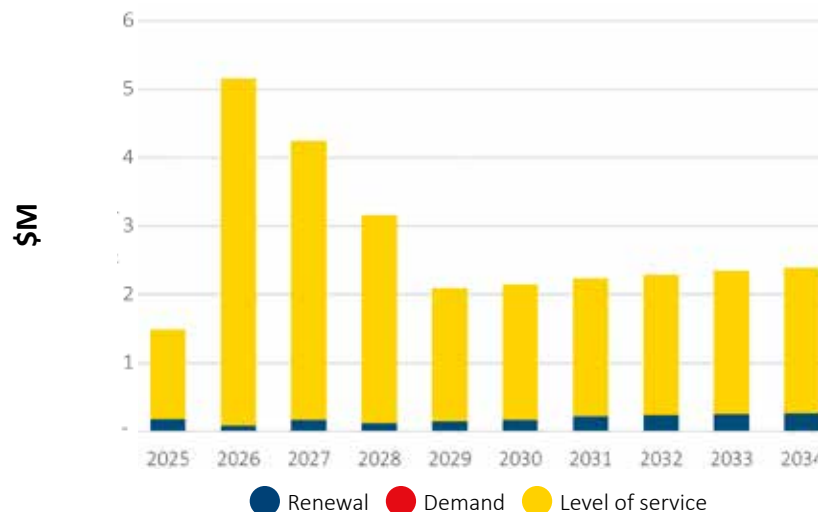
Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure increases in this activity group comprise the cost of interest on debt utilised to deliver floodwall integration projects, in co-ordination with Bay of Plenty Regional Council projects, a fund for improvements to Kopeopeo and townships in the wider district and investment in strategic property.

CAPITAL EXPENDITURE

\$27.6 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

Higher capital expenditure in 2026-2028 reflect investment associated with floodwall integration projects in co-ordination with Bay of Plenty Regional Council.

Capital Expenditure – Economic Development

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Property Aquisition Fund	LOAN 100	-	-	1,078	1,101	3,432	4,875	10,485
Intergration Floodwall and Buildings	LOAN 100	350	1,300	3,234	2,201	1,123	-	7,857
Wider District Town Centre Capital Fund	LOAN 100	-	-	539	550	1,716	2,437	5,243
Kopopeo Town Centre Capital Fund	LOAN 100	-	-	216	220	686	975	2,097
Major projects total		1,142	1,300	5,066	4,072	6,957	8,287	25,683
Operational		202	185	88	175	447	982	1,877
Total group capital expenditure		1,343	1,485	5,154	4,247	7,404	9,270	27,560

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



CLIMATE CHANGE AND RESILIENCE

Te Huringa Āhuarangi me te aumangea ki ngā matepā taiao

Activities in this group

- ▲ Climate Change
- ▶ Emergency Management

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Climate Change will increase.
The level of service for Emergency Management will be maintained.

What we do and how we do it

This group of activities focuses on responding to and providing leadership in climate change mitigation and adaptation strategies. It also prepares our communities for natural events like flooding, landslides, coastal erosion and inundation, earthquakes and volcanic eruptions.

It has a crucial role to play in preparing for and responding to emergencies as the district is susceptible to many natural hazard risks and has faced a number of natural hazard events in recent history.

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Integrating nature into our decision making

Challenges

- Although addressing climate change is a key priority, capacity and resources are limited, requiring Council to be strategic in developing collaborative action plans alongside community partners.
- Strategies such as managed retreat can be complex and expensive to coordinate so we need a dedicated team who are able to navigate the latest scientific evidence and international best practice.

Alignment with strategic priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Work with other agencies and community organisations to focus on social wellbeing outcomes (such as health, homelessness, and safety).



Building climate change and natural hazard resilience, including our infrastructure

– *Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto*

- Ensure our key infrastructure (roads and pipes) are resilient to the effects of natural hazards and climate change.
- Partner with at-risk communities about climate change adaptation and what this might mean for them (e.g. those communities which may be impacted by rising sea-levels and flooding).
- Work with communities to ensure the district is well prepared for emergency management.



Shaping a green District – *Kia toitū te rohe*

- Be actively involved in reducing the district's carbon footprint and enabling alternative energies (e.g. solar farms).
- Advocate to central government on environmental issues on behalf of the community (e.g. apply for government funding and represent our local views).
- Ensure Council's decision making and operations reflect our environmental priorities.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
Managed retreat often involves moving communities and businesses away from vulnerable areas, which can lead to social disruption, loss of community and stress.	✓	✓	✓		Council will ensure any managed retreat and adaptation initiatives have regard to social, economic, and environmental wellbeing. Council will ensure meaningful engagement and support.
Changing weather patterns may result in more extreme weather events causing damage to valuable assets and pose significant risk to residents.	✓		✓	✓	Council will ensure that communities are prepared for more extreme weather events and consider climate change when upgrading and building new community infrastructure.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We will maintain capacity to effectively respond to an emergency	The Council will be prepared for and able to effectively respond to an emergency.	Advancing	80% of EOC staff trained at an intermediate level	80% of EOC staff trained at an intermediate level	80% of EOC staff trained at an intermediate level	80% of EOC staff trained at an intermediate level
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.	87.5%	80%	80%***	80%	80%***
	Percentage of residents that have taken any action to prepare for an emergency.	87.5%	80%	80%***	80%	80%***
We will reduce the carbon footprint of the Council as an organisation to mitigate our effects on climate change.	Reduction in gross greenhouse gas emissions for Whakatāne District Council organisation (excluding wastewater) compared to 2022/23 year.* **	1,183.16 tCO2e (unaudited)	8% reduction	10% reduction	12% reduction	14% reduction in 2027/28 with a year-on-year reduction for the remaining years.
	Reduction in gross greenhouse gas emissions for Whakatāne District Council wastewater treatment plant compared to 2022/23 year.*	2,219.00 tCO2e (unaudited)	2% reduction	3% reduction	4% reduction	5% reduction in 2027/28 with a year-on-year reduction for the remaining years.

* This is a new measure for the Long Term Plan 2024-34.

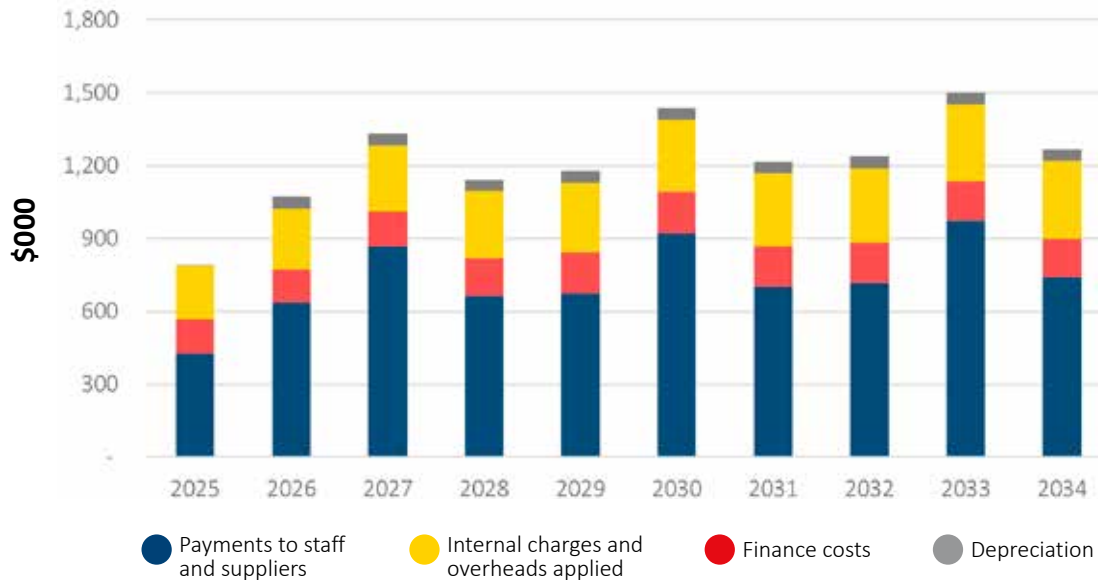
** Council is committed to reducing its carbon emissions and has actions set within the Whakatāne Climate Pathway to achieve this. The emission sources included in this measure are selected based on Councils ability to influence any emission reductions and what information is available to Council to measure the emissions. We have chosen to measure our scope 1 and 2 emission sources and a selection of scope 3 sources. The scope 3 sources selected include air travel, waste sent to landfill from Council facilities, and electricity and gas transmission and distribution losses. This means potentially significant emission sources such as carbon embodied in capital goods (e.g. roading material) are not measured. This is a Council only measure and does not include emissions generated from the wider group such as the Whakatāne Airport. This is a gross emission reduction measure and therefore does not take into consideration absorption of carbon through forestry nor the use of offsets. Over time Council will continue to explore expanding the range of emission sources measures.

*** Performance is measured every two years and in the years where the survey is not completed, performance will be reported using data from the previous year.

Key financial summary

OPERATING EXPENDITURE

\$12.2 million Total operating expenditure over the 10 years 2025-34



CAPITAL EXPENDITURE

\$Nil

Total capital expenditure over the 10 years 2025-34

Commentary on material changes since the last Long Term Plan, if any:

There is an early investment in opex and an FTE to support increasing levels of service in particular with investigating solar projects, community education and setting up a community fund for climate change projects. One off costs each Long Term Plan three year cycle ensures Council continues to renew climate and emergency/resilience strategies alongside the Long Term Plan.

The targets set for the emissions reductions measure are for the organisation as a whole and not this specific activity. Capex and opex to support the achievement of the targets have been included within specific groups of activities.



STORMWATER

Wai Āwhā

Activities in this group

- ▶ Waters Management
- ▶ Stormwater Drainage

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for this group of activity will be maintained.

What we do and how we do it

This group of activities helps protect people and property from flooding impacts and safeguards public health from the adverse effects of stormwater run-off. Since stormwater is discharged into streams, rivers, and coastal waters, ensuring it is as clean as possible is crucial. Although we do not treat stormwater run-off, we actively monitor stormwater discharge to ensure it meets required standards. Stop banks are managed by the Bay of Plenty Regional Council with the similar objective of protection from the impacts of flooding.

Key projects

- Apanui Linear Park
- Ōhope network upgrades
- Edgecumbe stormwater study
- Whakatāne western catchment upgrade
- Whakatāne pump replacements

Contribution to community outcomes



Integrating nature into our decision making



Constructively and collaboratively engaging with iwi, hapū and whānau

Challenges

- Ensuring our stormwater systems, (built in the 1950s and 60s) are fit for purpose and resilient against increasingly frequent and intense rainfall is a pressing challenge with considerable potential impact on communities, particularly in low-lying areas. Our waters strategy is focused on allocating resources so services can be delivered in the most effective way.

Alignment with strategic priorities



Building climate change and natural hazard resilience, including our infrastructure – *Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto*

- Ensure our key infrastructure (roads and pipes) are resilient to the effects of natural hazards and climate change.
- Partner with at-risk communities about climate change adaptation and what this might mean for them (e.g. those communities which may be impacted by rising sea-levels, flooding).



Shaping a green District – *Kia toitū te rohe*

- Ensure Council's decision-making and operations reflect our environmental priorities.



Strengthening relationships with iwi, hapū and whānau

– *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Enable iwi participation in planning, decision-making and reflect cultural aspirations through the projects we deliver (e.g. financial support, capability and design).

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
The expenses associated with necessary infrastructure upgrades may exceed the financial capacity of communities.	✓				Council will prioritise spending, find cost-effective solutions, seek external funding and engage with communities.
Discharging our stormwater can cause negative environmental and health effects with chemicals, metals and litter entering the environment from roads and other surfaces.	✓	✓		✓	These negative effects can be managed through education, network design, resource consents, regular street sweeping, and monitoring of stormwater quality and investigating the sources of contaminants.
Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding, which could result in social and economic hardship.	✓		✓	✓	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.
Significant upgrades that are required could have negative effects on all four wellbeings.	✓	✓	✓	✓	Council will continue to engage with people on planned upgrades and have regard for the environmental, economic, social and cultural disruptions the upgrades may cause.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide towns with quality stormwater systems and services.	The number of flooding events that occur in the district.+*	No flooding events	Less than 3	Less than 3	Less than 3	Less than 3
	For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system).+	No flooding events	Less than 10	Less than 10	Less than 10	Less than 10
	The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site.+	No flooding events	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 1,000 properties connected to the Council's stormwater system.+	8.5	Less than 10	Less than 10	Less than 10	Less than 10
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.+	Zero	Zero	Zero	Zero	Zero
	Number of infringement notices received by the Council in relation to the resource consents for discharge from our stormwater system.+	Zero	Zero	Zero	Zero	Zero
	Number of enforcement orders received by the Council in relation to the resource consents for discharge from our stormwater system.+	Zero	Zero	Zero	Zero	Zero
	Number of convictions received by the Council in relation to the resource consents for discharge from our stormwater system.+	Zero	Zero	Zero	Zero	Zero

* A flooding event means an overflow of stormwater from our stormwater system that enters a habitable floor (meaning a building, including a basement, but does not include ancillary structures such as stand-alone garden sheds or garages). This measure is calculated by the number of RFS received.

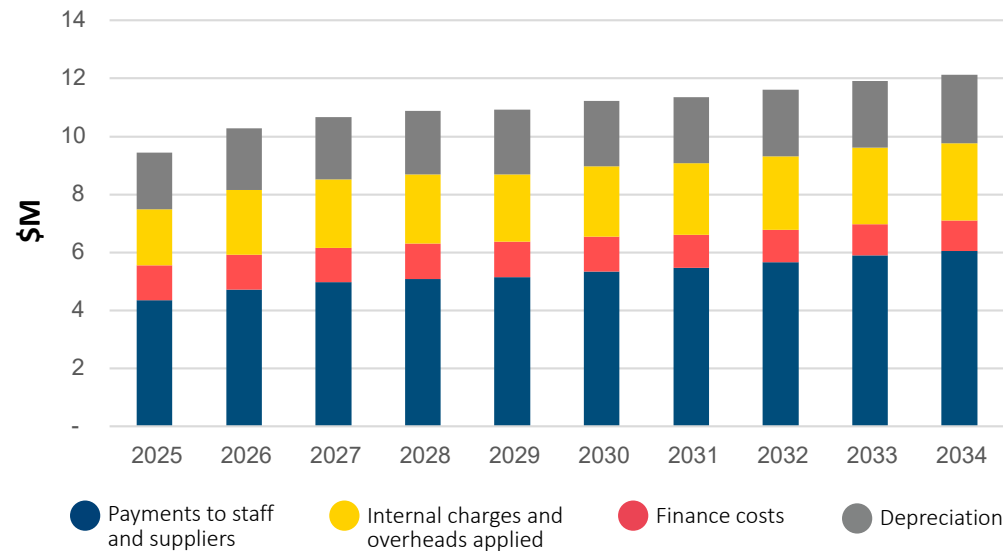
+ Measure required by the Department of Internal Affairs.

Key financial summary

OPERATING EXPENDITURE

\$110.5 million

Total operating expenditure over the 10 years 2025-34



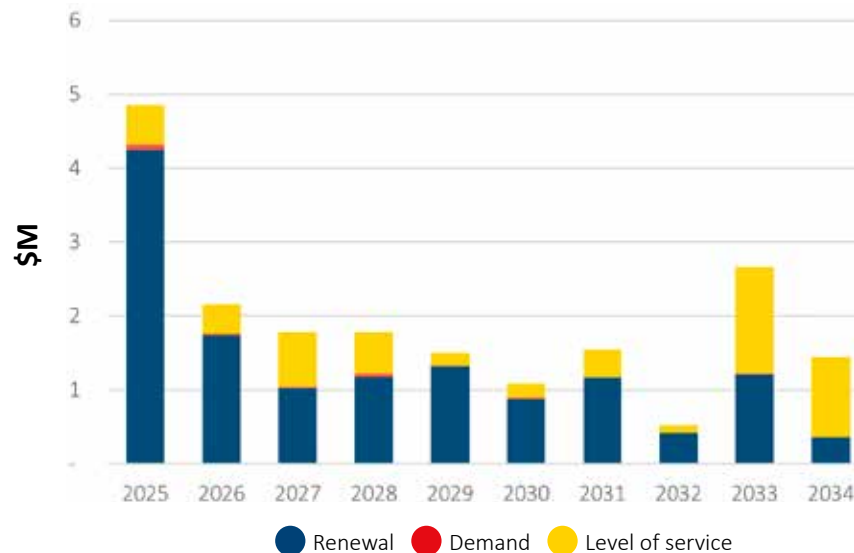
Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure in the Stormwater activity remains stable impacted mostly by the combination of inflation and capital expenditure costs.

CAPITAL EXPENDITURE

\$19.3 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

In 2025 we have budgeted \$2.3 million for Western Catchment Upgrades for the management of urban stormwater challenges.

Capital Expenditure – Stormwater

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Edgecumbe - Stormwater Study	LOAN 100	-	-	-	125	-	2,162	2,287
Ōhope Network Upgrades	LOAN 50 RENEWAL 50	344	-	-	-	518	441	959
Replace existing assets:								
Whakatāne Pump Replacements	RENEWAL 100	28	2,173	1,075	-	177	411	3,836
Reactive Emergency Renewals	RENEWAL 100	-	267	273	281	885	1,275	2,980
Whakatāne Western Catchment Upgrade	DEVCON 1.68 LOAN 98.32	2,000	2,305	-	-	-	-	2,305
Whakatāne Network Renewals	RENEWAL 100	-	-	211	208	698	525	1,643
Ōhope - Maraetotara stream	RENEWAL 100	-	-	-	-	421	-	421
Major projects total		3,709	4,745	1,559	614	2,700	4,814	14,432
Operational		1,337	108	598	1,165	1,663	1,370	4,903
Total group capital expenditure		5,046	4,853	2,157	1,779	4,363	6,184	19,335

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



WASTEWATER

Te Parakaingaki

Activities in this group

- ▶ Trade Waste
- ▲ Wastewater

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Wastewater will increase.
The level of service for Trade Waste will be maintained.

What we do and how we do it

This group of activities provides the district with safe, efficient and well-managed wastewater systems which are critical to managing public health and environmental risks in urban environments. 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.

Key projects

- Sewer network renewals
- Rising mains renewals

Contribution to community outcomes



Integrating nature into our decision making

Challenges

- There are national and global concerns around the ability to fund and finance treatment plant upgrades, which means Council must be strategic in its planning and work effectively with partners to ensure opportunities for additional support are effectively leveraged.
- Shifting environmental targets resulting from changes to freshwater policy present a challenge for our wastewater teams and they need to be agile and adaptive in their response.

Alignment with strategic priorities



Building climate change and natural hazard resilience, including our infrastructure – *Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto*

- Ensure our key infrastructure (roads and pipes) are resilient to the effects of natural hazards and climate change.
- Partner with at-risk communities about climate change adaptation and what this might mean for them (e.g. those communities which may be impacted by rising sea-levels, flooding).



Shaping a green District – *Kia toitū te rohe*

- Ensure Council's decision-making and operations reflect our environmental priorities.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
The expenses associated with necessary infrastructure upgrades may exceed the financial capacity of communities.	✓				Council will prioritise spending, find cost-effective solutions, seek external funding and engage with communities.
Discharging of wastewater may result in negative effects to the environment and public health.	✓			✓	Compliance with resource consents.
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.
Significant upgrades that are required could have negative effects on all four wellbeings.	✓	✓	✓	✓	Council will continue to engage with people on planned upgrades and have regard for the environmental, economic, social and cultural disruptions the upgrades may cause

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide safe, quality wastewater systems that meet the needs of our communities.	Satisfaction with the sewerage system for areas supplied by the Council.	77%	75%	75%	75%	75%
	The total number of complaints received by the Council about any of the following: <ul style="list-style-type: none"> sewage odour sewerage system faults sewerage system blockages, and the Council's response to issues with its sewerage system, expressed per 1,000 connections to the Council's sewerage system.+ 	10.88	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 sewerage overflows 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.+	0.67 hours	Less than 2 hours	Less than 2 hours	Less than 2 hours	Less than 2 hours
	Median response time to resolve sewerage overflows 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.+	3.75 hours	Less than 8 hours	Less than 8 hours	Less than 8 hours	Less than 8 hours
We minimise the impact of wastewater on the environment.	Number of dry weather sewerage overflows from the Council's sewerage system, expressed per 1,000 sewerage connections to that sewerage system.+	0.86	Less than 3 overflows	Less than 3 overflows	Less than 3 overflows	Less than 3 overflows
	Number of abatement notices received by the Council in relation to the resource consents for discharge from our sewerage systems.+	Zero	Zero	Zero	Zero	Zero
	Number of infringement notices received by the Council in relation to the resource consents for discharge from our sewerage systems.+	Zero	Zero	Zero	Zero	Zero
	Number of enforcement orders received by the Council in relation to the resource consents for discharge from our sewerage systems.+	Zero	Zero	Zero	Zero	Zero
	Number of convictions received by the Council in relation to the resource consents for discharge from our sewerage systems.+	Zero	Zero	Zero	Zero	Zero

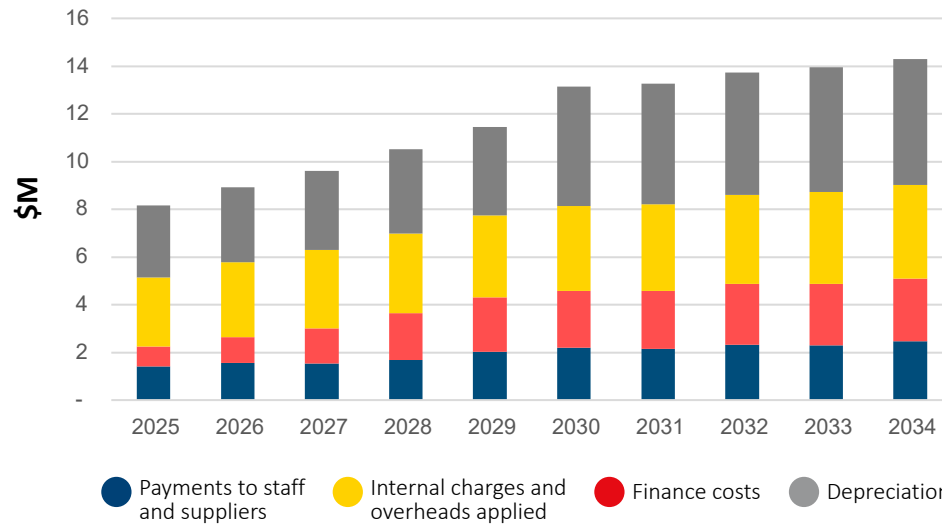
+ Measure required by the Department of Internal Affairs.

Key financial summary

OPERATING EXPENDITURE

\$117.2 million

Total operating expenditure over the 10 years 2025-34



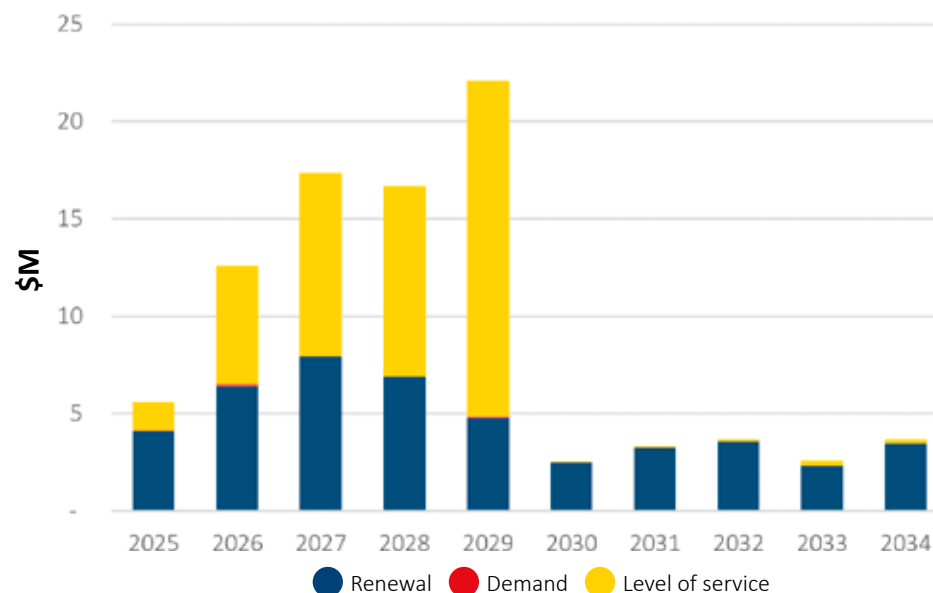
Commentary on material changes since the last Long Term Plan, if any:

Major shifts in operating expenditure are reflected in finance costs due to planned borrowings, after third party contributions, to support the Matatā Wastewater project.

CAPITAL EXPENDITURE

\$90.1 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The major improvement capital expenditure across years two to five reflects provision for the Matatā Wastewater project which we anticipate will result in an increased level of service for wastewater provisions.

Capital Expenditure – Wastewater

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Matata Waste Water Scheme	LOAN 61 SUBSIDY 39	555	1,133	5,575	9,161	26,258	273	42,401
Replace existing assets:								
Equalised Sewer Network Renewals	LOAN 95 RENEWAL 5	882	1,447	1,483	1,523	4,803	6,924	16,179
Whakatāne Rising Main Renewal	RENEWAL 100	580	-	1,617	778	4,994	1,640	9,029
Reactive Emergency Renewals	RENEWAL 100	-	267	273	281	885	1,275	2,980
Murupara Sewer Manhole Renewals	LOAN 100	400	254	-	-	-	-	254
Major projects total		2,417	3,101	8,948	11,742	36,940	10,113	70,844
Operational		2,353	2,507	3,643	5,627	4,386	3,142	19,304
Total group capital expenditure		4,770	5,608	12,591	17,369	41,326	13,254	90,148

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



WATER SUPPLY

Te Mātāpuna Wai

Activities in this group

▲ Water Supply

The level of service for this group of activity will be increased.

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

What we do and how we do it

This activity provides safe, reliable and sustainable water supply to the district. This currently includes provision to over 12,500 properties for domestic, industrial, commercial and agricultural use. With large areas of the 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.

Key projects

- Otumahi water storage
- Murupara treatment upgrades
- Rūātoki water treatment
- Equalised water network renewals

Contribution to community outcomes



Integrating nature into our decision making



Constructively and collaboratively engaging with iwi, hapū and whānau

Challenges

- A challenge in water supply will be the forthcoming re consenting project for water takes and waste water systems. This time-consuming process will require an innovative delivery model that helps to meet a variety of planning needs across Council infrastructure services in the most efficient and effective way.

Alignment with strategic priorities



Building climate change and natural hazard resilience, including our infrastructure
– *Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto*

- Ensure our key infrastructure (roads and pipes) are resilient to the effects of natural hazards and climate change.
- Partner with at-risk communities about climate change adaptation and what this might mean for them (e.g. those communities which may be impacted by rising sea-levels, flooding).



Shaping a green District – *Kia toitū te rohe*

- Ensure Council's decision-making and operations reflect our environmental priorities.



Strengthening relationships with iwi, hapū and whānau
– *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Enable iwi participation in planning, decision-making and reflect cultural aspirations through the projects we deliver (e.g. financial support, capability, design).

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
The expenses associated with necessary infrastructure upgrades may exceed the financial capacity of communities.	✓				Council will prioritise spending, find cost-effective solutions, seek external funding, and engage with communities.
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, through water conservation education, water restrictions and other methods, is used to reduce water demands during drought or emergency. 24 hours' worth of water storage is available for all schemes, except Plains and Edgecumbe.
Significant upgrades that are required could have negative effects on all four wellbeings.	✓	✓	✓	✓	Council will continue to engage with people on planned upgrades and have regard for the environmental, economic, social and cultural disruptions the upgrades may cause.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide safe, quality water supplies that meet the needs of our communities.	The extent to which Council's drinking water supplies complies with part 4 of the Drinking Water Standards (bacteria compliance criteria).+* **	3 schemes compliant	All schemes	All schemes	All schemes	All schemes
	The extent to which Council's drinking water supplies complies with part 5 of the Drinking Water Standards (protozoal compliance criteria).+* **	1 scheme compliant	8 schemes compliant of 9	8 schemes compliant of 9	8 schemes compliant of 9	8 schemes compliant of 9
	Total number of complaints received by the Council about any of the following: <ul style="list-style-type: none"> drinking water clarity drinking water taste drinking water odour drinking water pressure or flow continuity of supply Council's response to any of these issues.+ Expressed per 1,000 connections to the Council's networked reticulation system.	16.3	Less than 30	Less than 30	Less than 30	Less than 30
	Satisfaction with the water supply and quality of drinking water (supplied by Council).	72%	70%	70%	70%	70%
We respond to water supply call-outs in a timely manner.	Median response time to attend urgent call-outs for a fault or unplanned interruption to Council's networked reticulation system from the time that the Council receives notification to the time that the service personnel reach the site.+	0.6 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 a fault or unplanned interruption to Council's networked reticulation system from the time that the Council receives notification to the time that the service personnel confirm resolution of the fault or interruption.+	2.92 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 a fault or unplanned interruption to Council's networked reticulation system from the time that the Council receives notification to the time that the service personnel reach the site.+	16.73 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 a fault or unplanned interruption to Council's networked reticulation system from the time that the Council receives notification to the time that the service personnel confirm resolution of the fault or interruption.+	20.28 hours	Less than 48 hours	Less than 48 hours	Less than 48 hours	Less than 48 hours

+ Measure required by the Department of Internal Affairs.

* Compliance with the Water services (Drinking Water Standards for New Zealand) Regulation 2022 and DWQAR (Drinking Water Quality Assurance Rules 2022).

** Despite not achieving these targets in previous years, the Council will maintain the same target for the 2024/34 Long Term Plan to establish the desired level of service the Council aims to achieve.

Key performance indicator (continued)

Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
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.+**	430.8 litres	Less than 450 litres	Less than 450 litres	Less than 450 litres	Less than 400 litres
	Average consumption of drinking water per day per resident in the District for unmetered areas supplied by Council.+	345 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.+	20.7%	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 based on the standard International Water Association (IWA) methodology assessing water loss.+	38.3%	Less than 40%	Less than 40%	Less than 40%	Less than 30%

+ Measure required by the Department of Internal Affairs.

* Compliance with the Water services (Drinking Water Standards for New Zealand) Regulation 2022 and DWQAR (Drinking Water Quality Assurance Rules 2022).

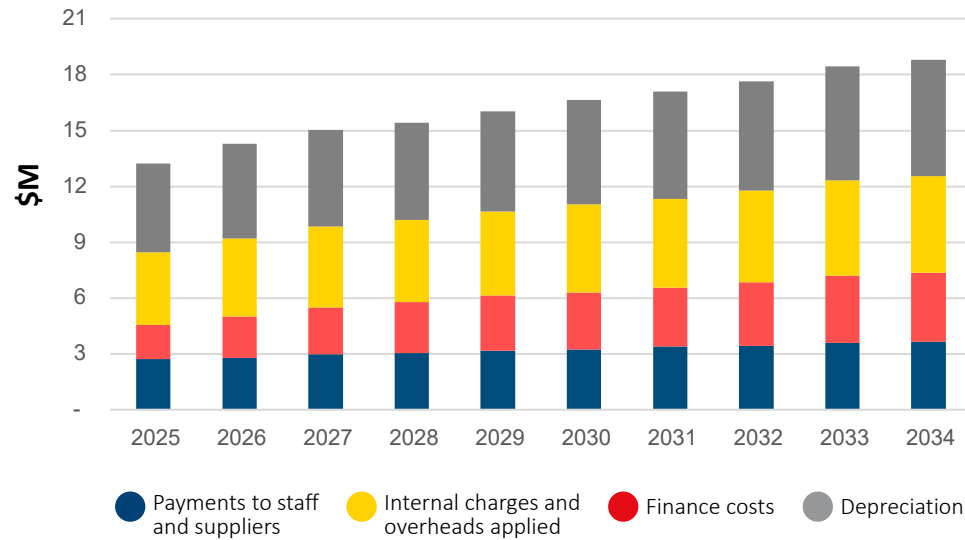
** Despite not achieving these targets in previous years, the Council will maintain the same target for the 2024/34 Long Term Plan to establish the desired level of service the Council aims to achieve.

Key financial summary

OPERATING EXPENDITURE

\$162.7 million

Total operating expenditure over the 10 years 2025-34



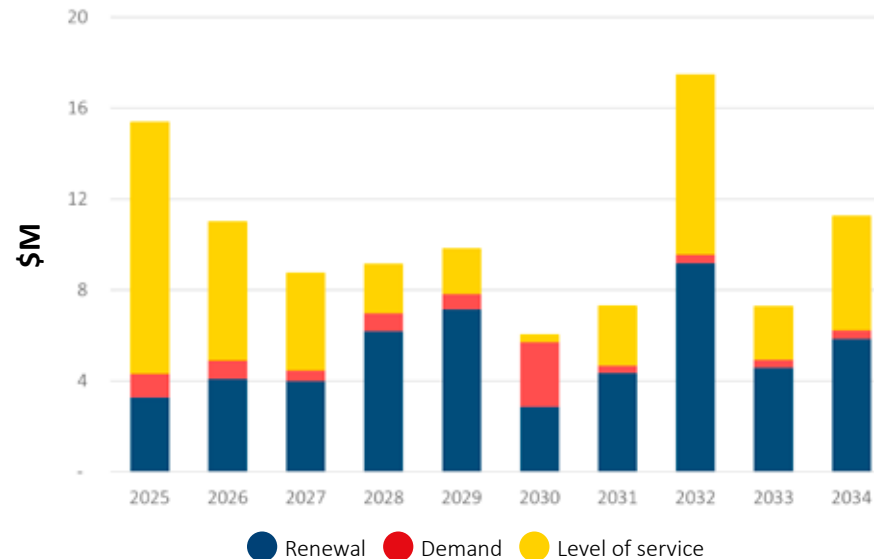
Commentary on material changes since the last Long Term Plan, if any:

No material changes to operating expenditure since the last Long Term Plan.

CAPITAL EXPENDITURE

\$103.6 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The capital works programme for water supplies includes a number of projects in the earlier years of the Long Term Plan to improve water treatment plants in Murupara and Rūātoki, and provide sufficient water storage in the Otumahi supply. Investment in the latter parts of the Long Term Plan are budgeted for improvements as a result of the water strategy.

Capital Expenditure – Water Supply

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Equalised Water Storage	LOAN 50 RENEWAL 50	-	-	204	644	-	7,662	8,510
Equalised New Water Source & Treatment	LOAN 100	-	-	201	-	-	6,980	7,181
Plains Water Safety Plans	LOAN 100	-	17	-	-	-	6,095	6,113
Murupara Treatment Upgrades	LOAN 100	80	2,373	1,561	370	-	-	4,303
Rūātoki Water Treatment	LOAN 100	200	1,355	2,787	-	-	-	4,142
Otumahi Storage Pipe Water Main	LOAN 95 RENEWAL 5	620	3,880	-	-	-	-	3,880
Otumahi Water Storage	LOAN 95 RENEWAL 5	1,500	3,000	-	-	352	-	3,352
Whakatāne - Coastlands Link Main	DEVCON 6.37 LOAN 93.63	-	-	-	-	2,895	-	2,895
Plains Backflow Preventors	LOAN 100	700	574	279	286	595	-	1,734
Whakatāne Water Safety Plans	LOAN 100	-	163	334	344	181	386	1,408
Whakatāne Water Telemetry Upgrade	LOAN 100	83	-	-	-	-	1,356	1,356
Ōhope Harbour Upgrade Pipes	DEVCON 6.37 LOAN 43.63 RENEWAL 50	-	-	-	-	1,173	-	1,173
Whakatāne Backflow Preventors	LOAN 100	500	190	279	286	294	-	1,048
Blueberry Curves Relocation	LOAN 70 RENEWAL 30	83	-	-	744	-	-	744
Replace existing assets:								
Equalised Water Network Renewals	RENEWAL 100	2,200	2,322	2,654	2,084	7,586	13,790	28,436
Condition & Improvements- Reservoirs	DEVCON 3 LOAN 37 RENEWAL 60	107	-	-	-	9,256	188	9,444
Murupara Storage Renewals	RENEWAL 100	-	-	29	-	329	2,632	2,989
Plains Water Mains Renewals	RENEWAL 100	224	190	117	160	505	547	1,519
Reactive Emergency Renewal Works	RENEWAL 100	-	131	134	137	433	625	1,460
Murupara Network Renewals	RENEWAL 100	362	228	195	120	290	547	1,381
Reactive Emergency Renewals	RENEWAL 100	-	109	111	115	361	521	1,216
Huna Road Plan Change 8	DEVCON 100	-	-	760	-	-	-	760
Keepa Road Water Main	LOAN 100	200	-	-	458	-	-	458
Tāneatua Bore Replacement	RENEWAL 100	-	-	-	-	-	366	366
Major projects total		6,859	14,532	9,645	5,749	24,249	41,695	95,870
Operational		1,603	869	1,383	3,022	792	1,658	7,723
Total group capital expenditure		8,462	15,401	11,027	8,770	25,042	43,353	103,593

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for Forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.

OUR WATER AND SANITARY SERVICES ASSESSMENT

Te Arotakenga o ngā Wai me ngā Ratonga Akuaku

In 2011, we assessed the adequacy of our District's water and sanitary services (the 'assessment'). For this assessment, 22 communities were defined. We are required to inform you of any significant variations between that assessment and what this long term plan proposes.

Water supply

Te Mātāpuna Wai

The principal issue identified in the assessment, with regards to reticulated communities, was that a number of the schemes (Te Mahoe, Plains, Edgecumbe, Ruatoki, Murupara) were drawing water from groundwater sources or springs that were not proven 'secure' sources. Therefore, as required by the Drinking Water Standards, these supplies may not have an adequate barrier to protozoa (giardia and cryptosporidium). Projects to address this issue have been completed in all schemes except for Murupara. Treatment deficiencies in Murupara will be addressed through a dedicated project in the first few years of the long term plan.

For unreticulated and/or private water schemes, the assessment proposed that the information gap would be filled to determine the extent and adequacy of water supplied to these consumers. Together with Taumata Arowai, Council has started work with a number of private scheme owners, particularly across the Rangitāiki Plains. However, the ability to serve additional customers at the required rate remains constrained. The proposed water strategy would provide a master plan for future connections. Due to funding constraints, necessary infrastructure upgrades are planned to commence outside the 10-year capital work period. In the meantime, additional connections are managed on a case-by-case basis and often require on-site water tanks to ensure an adequate supply of water.

Wastewater

Te Parakaingaki

The assessment in 2011 identified operational and capital improvement works to manage the frequency of wastewater overflows. These works, which were recently completed, have significantly reduced the incidence of overflows in both the Whakatāne and Edgecumbe schemes.

Regarding Matatā, significant work has been made to assess the environmental and public health effects from often ineffective on-site wastewater systems. A project is well into the planning and consenting phase to install a reticulated wastewater scheme to eliminate these impacts. This significant project is included in the long term plan.

Stormwater

Wai Āwhā

Works identified in the assessment have been completed, most notably in the Douglas Street/Alexander Avenue, Awatapu Lagoon, and Edgecumbe sites. A significant project, not identified at the time of the assessment, is the rebuild and upgrade of the Hinemoa stormwater pump station, which is funded in the long term plan.



PORTS AND HARBOURS

Ngā Tumu Herenga Waka me ngā Wahapū

Activities in this group

► Ports and Harbours

The level of service for this group of activity will be maintained.

LEVELS OF SERVICE KEY	
▲	Increase
►	Maintain

What we do and how we do it

This group of activities develops the strategy, planning, and management of harbours assets, as well as maintenance to ensure all facilities and assets are safe for public use. Our harbours are in Whakatāne, Thornton and Ōhope.

Challenges

- Public health and safety around ports and harbours is a challenge due to the level of associated risk. Council works hard to ensure policy, procedures and practices are reviewed regularly and are fit for purpose in these critical areas.

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Thriving circular economies

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Support our smaller and remote communities to plan for their future- what changes should occur in the area and when, all across the district. And invest in making these changes happen.



Facilitating economic regeneration and responding to development pressures

– *Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare*

- Back our economy, in particular the tourism and events sectors, to enable economic and employment growth and attract new business and investment into the district.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
Harbour dredging can have significant negative effects on the natural environment.				✓	Dredging is carried out in accordance with consents and Ports Operational Plan in consultation with Bay of Plenty Regional Council, Iwi and hapū. Methods used are the most environmentally sensitive available.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide quality boat ramps and wharf facilities.	User satisfaction with boat ramps and wharf facilities	New measure*	77%	77%	77%	77%

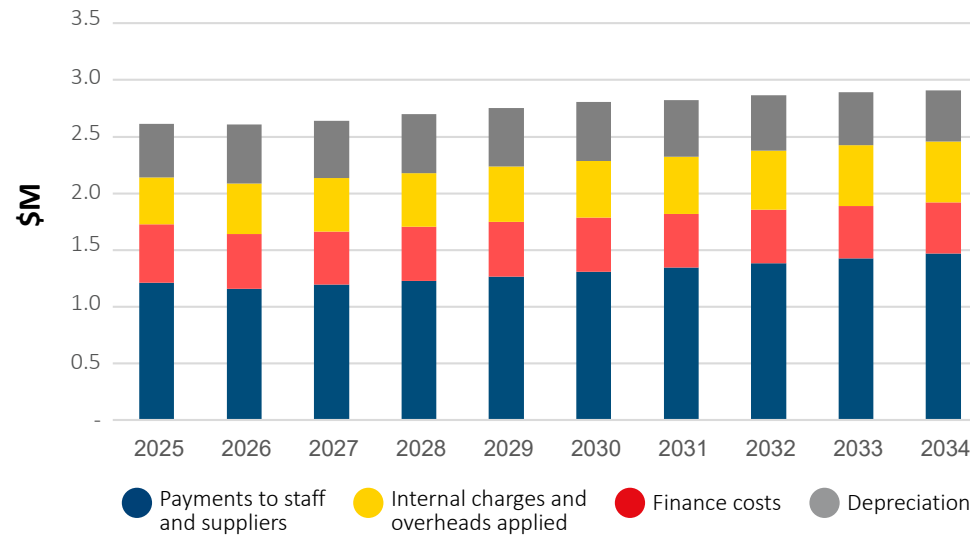
*This is a new measure for the Long-Term Plan 2024-34. Therefore, we do not have results from previous years to compare our targets to.

Key financial summary

OPERATING EXPENDITURE

\$27.6 million

Total operating expenditure over the 10 years 2025-34



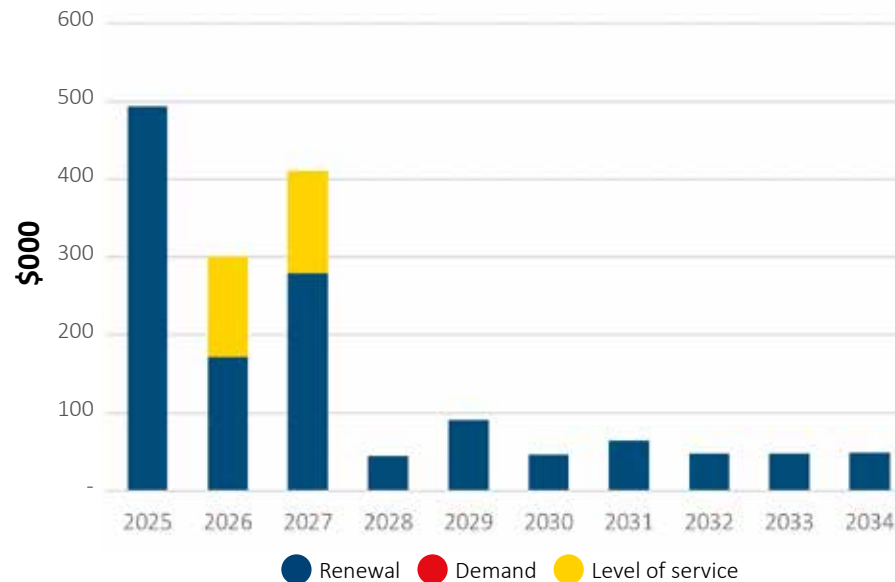
Commentary on material changes since the last Long Term Plan, if any:

No material changes to operating expenditure since the last Long Term Plan.

CAPITAL EXPENDITURE

\$1.6 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The first three years of the Long Term Plan includes \$1.2 million for renewing and improving existing infrastructure.

Capital Expenditure – Ports and Harbour

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Major projects total		540	-	-	-	-	-	-
Operational		606	493	301	411	182	210	1,596
Total group capital expenditure		1,146	493	301	411	182	210	1,596

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



PARKS AND RESERVES

Ngā Papa Rēhia me ngā Whenua tāpui

Activities in this group

- ▲ Parks, Reserves and Gardens
- ▶ Cemeteries

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Parks, Reserves and Gardens will increase.
The level of service for Cemeteries will be maintained.

What we do and how we do it

This group of activities provides and maintains spaces and facilities for community use, recreation, and amenities. Additionally, it manages the planning, operation, and upkeep of five Council-owned cemeteries and one crematorium. Through these efforts, we aim to enhance the quality of life and wellbeing for both residents and visitors.

Key projects

- Awatapu Lagoon Wetland construction
- Cemetery expansion and site development for a new cemetery
- Accessible play spaces

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Integrating nature into our decision making



Constructively and collaboratively engaging with iwi, hapū and whānau

Significant negative effects

There are no significant negative effects associated with the activities in this activity group.

Challenges

- Ensuring communities are safe when using parks and reserves is a key challenge for Council, addressed by effective public messaging and community partnerships.
- Vandalism is an ongoing challenge that impacts on Social and environmental wellbeing. Council tries to address this problem with education and outreach where possible, and enforcement/penalties where necessary.
- The availability of land for a new cemetery in the district is an ongoing challenge and Council continues to consider all possibilities for an effective solution.

Alignment with strategic priorities



Enhancing the safety, wellbeing, and vibrancy of communities – *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Invest wisely in recreation, events, and the arts to have a broader range of ‘things to do’ (especially for our youth).



Shaping a green District – *Kia toitū te rohe*

- Ensure Council’s decision-making and operations reflect our environmental priorities.



Strengthening relationships with iwi, hapū and whānau – *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Work with iwi, hapū and whānau, to improve equity and wellbeing outcomes.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide a variety of quality recreational and community facilities that meet community needs.	User satisfaction with cemeteries and crematorium facilities.	New measure*	77%	77%	77%	77%
	User satisfaction with recreation facilities in the Whakatāne District (sports fields, park and reserves, playgrounds).	New measure*	77%	77%	77%	77%

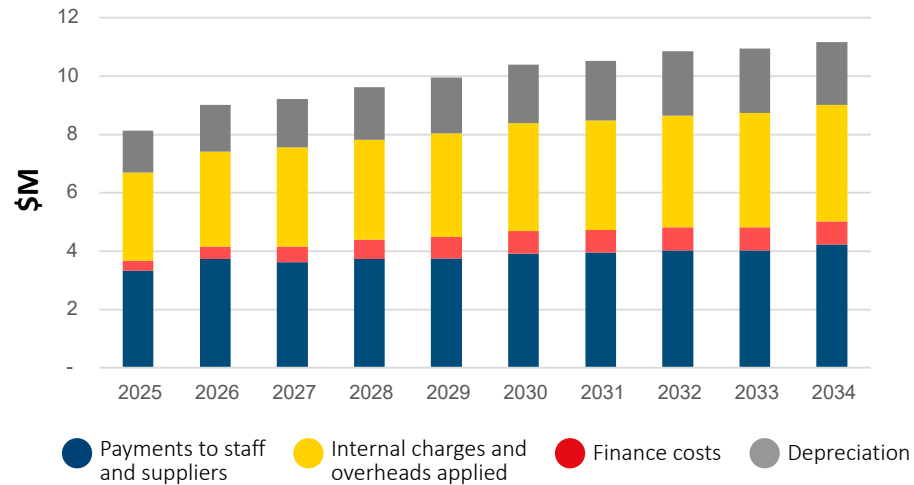
*This is a new measure for the Long-Term Plan 2024-34. Therefore, we do not have results from previous years to compare our targets to.

Key financial summary

OPERATING EXPENDITURE

\$99.8 million

Total operating expenditure over the 10 years 2025-34



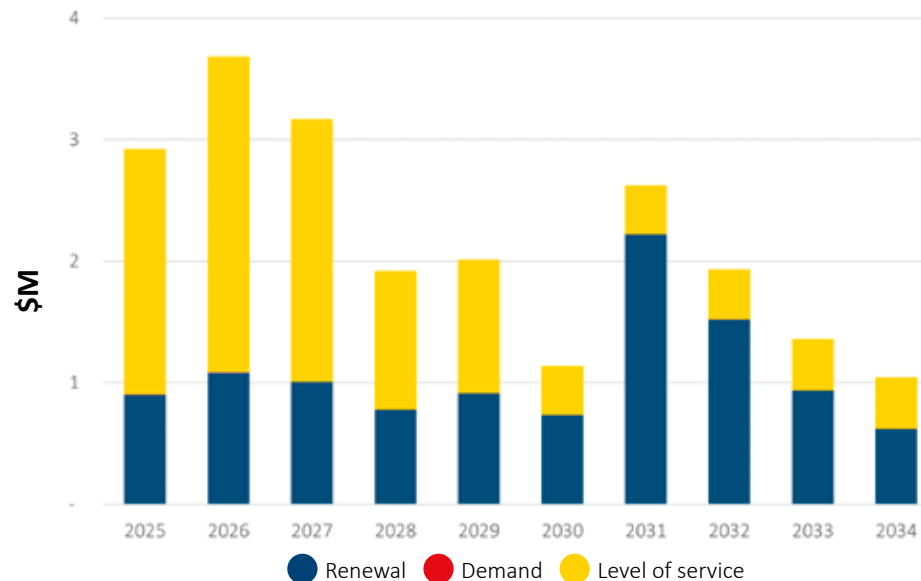
Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure of this function largely remains consistent with existing level of service with annual inflation increases.

CAPITAL EXPENDITURE

\$21.8 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The Awatapu Wetland project has shifted out of the Stormwater Activity into Parks and Reserves. Delivery on a series of accessibility improvements to our open spaces and playspaces following engagement with our communities on the draft Open Spaces Strategy.

Capital Expenditure – Parks and Reserves

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
New Whakatane Cemetery- Site Development	DEVCON 8.39 LOAN 91.61	-	527	805	821	231	962	3,346
Awatapu Lagoon Wetland Construction	LOAN 100	10	501	510	521	1,070	-	2,602
Accessible Play Spaces	DEVCON 8.39 LOAN 91.61	-	105	107	110	787	-	1,110
Walking and Cycling Projects	SUBSIDY 100	-	79	81	82	255	361	858
Eve Rimmer Carpark	DEVCON 8.39 LOAN 91.61	-	-	376	329	-	-	704
Murupara Parks Improvements	DEVCON 8.39 LOAN 91.61	-	-	161	164	-	-	325
Maraetotara Improvements	DEVCON 8.39 LOAN 91.61	-	158	161	-	-	-	319
Southern Regeneration- Murupara [BOF]	SUBSIDY 100	-	200	-	-	-	-	200
Wairaka Park Upgrade	DEVCON 8.39 LOAN 91.61	-	-	161	-	-	-	161
Southern Regeneration- Minginui [BOF]	SUBSIDY 100	-	150	-	-	-	-	150
Tāneatua Cemetery Expansion	DEVCON 8.39 LOAN 91.61	-	126	-	-	-	-	126
Replace existing assets:								
P&G Playground Renewals	RENEWAL 100	123	256	184	227	439	534	1,640
Operational Vehicle Replacements	RENEWAL 100	-	40	284	170	336	583	1,412
Cemeteries Renewals- Cremator	RENEWAL 100	8	7	7	13	35	954	1,016
Major projects total		852	2,149	2,837	2,437	3,153	3,394	13,969
Operational		864	776	848	732	1,920	3,573	7,850
Total group capital expenditure		1,716	2,925	3,685	3,169	5,073	6,967	21,818

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



HOLIDAY PARK

Tūnga Hararei

Activities in this group

- ▶ Whakatāne Holiday Park

The level of service for this group of activity will be maintained.

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

What we do and how we do it

This activity provides quality accommodation and services at Whakatāne Holiday Park, ensuring visitors have clean and presentable accommodation to explore the Whakatāne District. This activity also has an important role to play in resilience support and planning and can provide emergency accommodation in the event of a disaster.

Key projects

- Holiday Park upgrades and renewals

Contribution to community outcomes



Thriving circular economies

Alignment with Strategic Priorities



Facilitating economic regeneration and responding to development pressures
– *Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare*

- Back our economy, in particular the tourism and events sectors, to enable economic and employment growth and attract new business and investment into the district.

Significant negative effects

There are no significant negative effects associated with the activities in this activity group.

Challenges

- A reduction in international visitors has been a challenge for the Holiday Park, and Council actively considers ways to ensure the Holiday Park remains viable.

Key performance indicator

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.

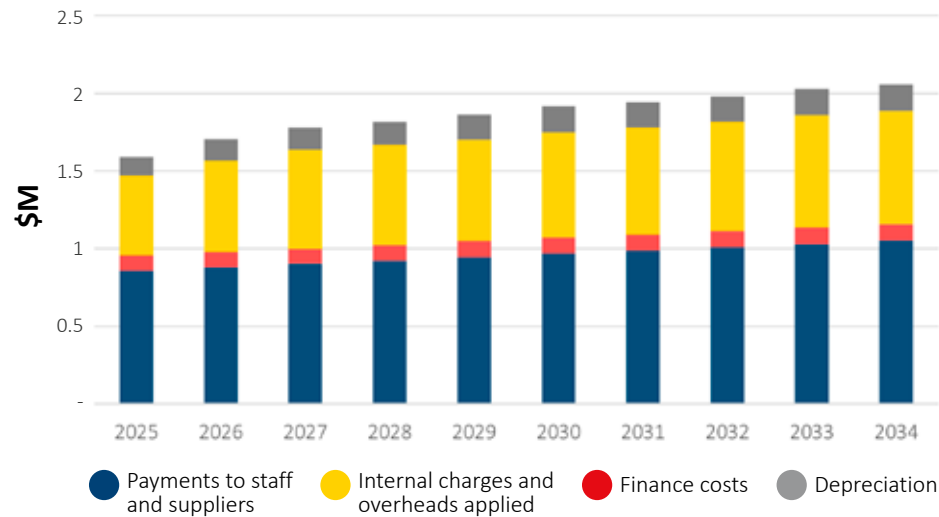
Level of Service (What you can expect from us)	Performance Measures	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We promote tourism within the district through the operation of a quality accommodation option.	Total guest-nights in the Whakatāne Holiday Park.	25,115	Above 25,000	Above 25,000	Above 25,000	Above 26,000

Key financial summary

OPERATING EXPENDITURE

\$18.7 million

Total operating expenditure over the 10 years 2025-34



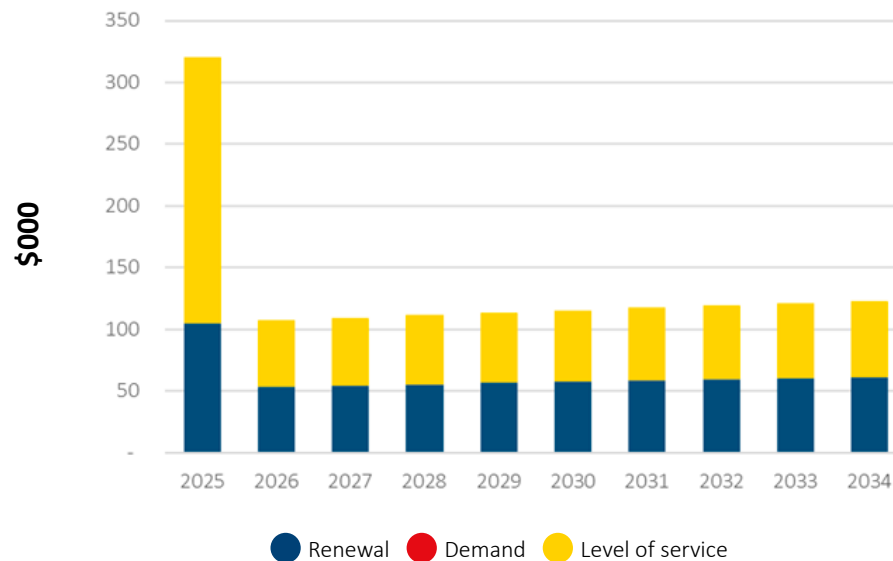
Commentary on material changes, if any:

No material changes to operating expenditure since the last Long Term Plan.

CAPITAL EXPENDITURE

\$1.4 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes, if any:

Increase in year one to allow larger scale upgrades and renewals to be carried out to the communal facilities at the Holiday Park.

Capital Expenditure – Whakatāne Holiday Park

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Holiday Park Upgrades	LOAN 100	60	215	54	55	170	240	734
Major projects total		60	215	54	55	170	240	734
Operational		180	105	54	55	170	240	624
Total group capital expenditure		240	320	107	110	340	481	1,359

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



TRANSPORT CONNECTIONS

Ngā Hononga Waka

Activities in this group

- ▶ Transport Network Connections
- ▲ Parking Enforcement
- ▶ Shared Use Pathways

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Parking Enforcement will increase.
The level of service for Transport Network Connections and Shared Use Pathways will be maintained.

What we do and how we do it

This group of activities aims to provide a safe, reliable and sustainable transport system that is accessible to everyone and caters to a variety of transport choices. This includes providing safer and more accessible options for pedestrians, people on bikes and people using mobility devices, alongside motorised vehicles. 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 our communities.

Key projects

- Resurfacing (chipseal and asphaltic concrete)
- Pavement rehabilitation

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Integrating nature into our decision making

Challenges

- The increasing rate of deterioration due to use and age of our current land transport system is a challenge Council staff address in their planning and implementation models.
- Future population growth and the limited ability of our current system to meet demand is an ongoing challenge that requires strategic planning.
- Exposure to high impact natural events, potentially exacerbated by climate change is a challenge for our transport teams, who work closely with environmental advisors to mitigate risks and alleviate potential impacts for communities.

Alignment with strategic priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori

- Increase safety for people moving around the district (e.g. Community Safety Cameras, good lighting, multi-modal transport, accessibility for people with disabilities)



Building climate change and natural hazard resilience, including our infrastructure

– Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto

- Ensure our key infrastructure (roads and pipes) are resilient to the effects of natural hazards and climate change.



Facilitating economic regeneration and responding to development pressures

– Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare

- Setting direction for where and what type of development should occur using spatial planning, district planning, and strategic planning processes for infrastructure, suburban development, and economic growth.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
The maintenance of the roading network may cause several nuisances including dust, noise and smells.	✓			✓	Council will comply with the Resource Management Act and local bylaws during maintenance activities, track and record complaints. Alternative methods of transport such as walkways, cycling and public transport assist to mitigate air pollution.
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.
Natural heritage sites can be negatively impacted by the construction of new roads.		✓		✓	Projects are investigated to identify possible heritage artefacts. Tangata whenua and other affected parties are consulted prior to construction.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide safe and quality infrastructure to enable various modes of transport.	Satisfaction with Council roads.	48%	57%	57%	57%	57%
	The average quality of ride on a sealed local road network, measured by percentage of smooth travel exposure.+	94%	Above 90%	Above 90%	Above 90%	Above 90%
	Percentage of sealed local road network that is resurfaced.+*	5%	10%	10%	10%	10%
	Percentage of footpaths within the District that fall within the level of service or service standard for the condition of footpaths that is set out in the Council's Activity Management Plan.+ **	100%	95% of all qualifying footpaths achieve a grade of three or less as measured through the three yearly footpath inspections	95% of all qualifying footpaths achieve a grade of three or less as measured through the three yearly footpath inspections	95% of all qualifying footpaths achieve a grade of three or less as measured through the three yearly footpath inspections	95% of all qualifying footpaths achieve a grade of three or less as measured through the three yearly footpath inspections
We respond to community requests relating to roads and footpaths in a timely manner	Percentage of emergency customer service requests relating to roads and footpaths responded to within 2 hours.+	90.5%	90%	90%	90%	90%
	Percentage of all other customer service requests relating to roads and footpaths responded to within 7 days.+	95.7%	95%	95%	95%	95%

+ Measure required by the Department of Internal Affairs.

* Despite not achieving this target in previous years, Council is increasing its resurfacing program and will see an increase in the proportion of roads resurfaced in the next three years to meet this target.

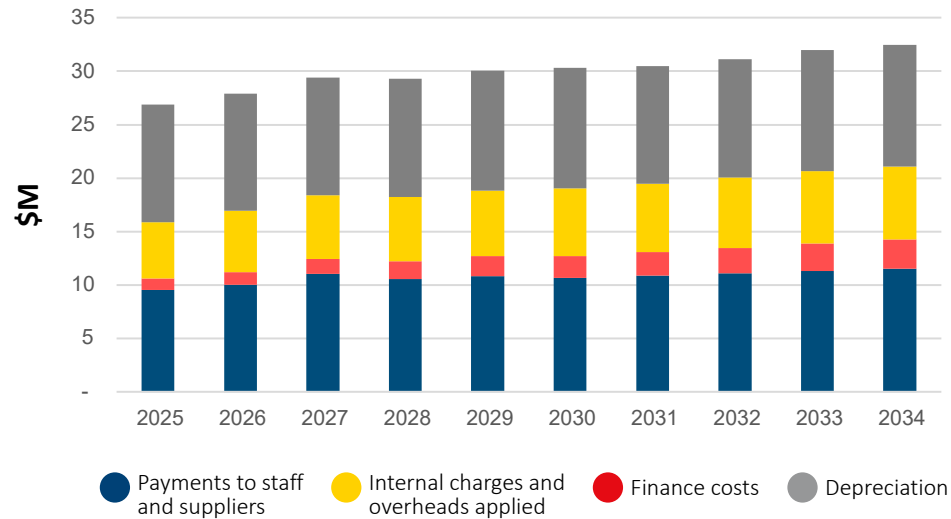
** Performance is measured every three years and in the years where the survey is not completed, performance will be reported using data from the most recent result.

Key financial summary

OPERATING EXPENDITURE

\$300.0 million

Total operating expenditure over the 10 years 2025-34



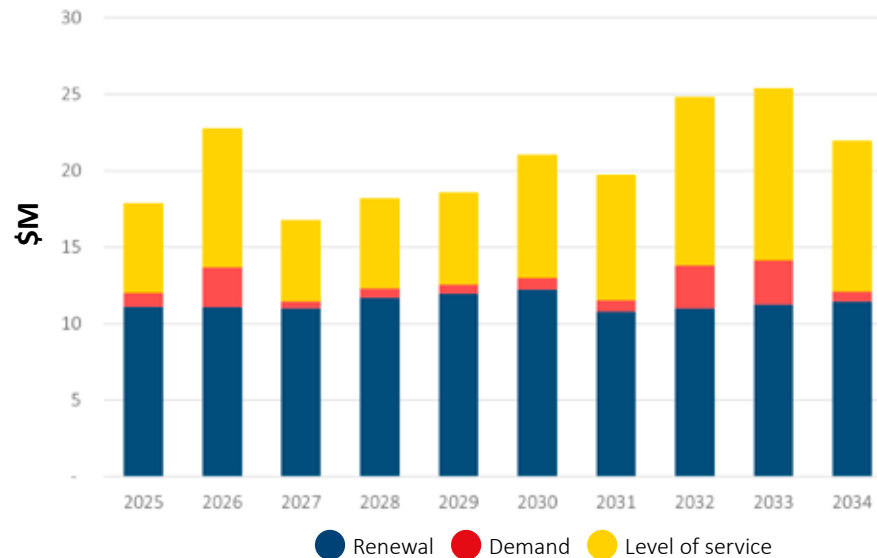
Commentary on material changes since the last Long Term Plan, if any:

Operating costs increase through the early years of the Long Term Plan as we ensure we have the resources available to coordinate projects to support the transportation needs of the district.

CAPITAL EXPENDITURE

\$207.2 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

A significant portion of capital expenditure across transport connections is either fully or partly supported by subsidies from NZ Transport Agency Waka Kotahi. In the early part of the Long Term Plan we have the Keepa Road upgrade, and in the latter parts we have some projects that connect in to the Eastern Bay Spatial Plan to enable growth.

Capital Expenditure – Transport Connections

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Resilience - LR	LOAN 35 SUBSIDY 65	-	769	2,288	1,571	3,495	5,000	13,124
Seal Extensions - NFA	LOAN 100	1,112	-	1,471	1,505	3,146	4,500	10,621
Safety - LR	LOAN 35 SUBSIDY 65	-	53	1,863	1,003	3,099	4,426	10,444
Future Demand - LR	DEVCON 8.39 LOAN 26.61 SUBSIDY 65	-	871	888	914	2,854	4,082	9,608
Southern Freight Route	LOAN 35 SUBSIDY 65	-	-	-	-	1,785	7,500	9,285
Shaw Rd / Mill Rd Connection	DEVCON 8.39 LOAN 26.61 SUBSIDY 65	-	-	-	-	238	8,994	9,232
Spatial Plan- Transport System Programme	LOAN 35 SUBSIDY 65	-	-	-	-	3,495	5,000	8,495
Active Whakatāne Programme	DEVCON 8.39 LOAN 26.61 SUBSIDY 65	92	268	463	386	2,621	3,750	7,488
Carriage Improvements - SPR	SUBSIDY 100	200	2,429	381	279	874	1,250	5,213
Keepa Road Improvements	DEVCON 8.39 LOAN 26.61 SUBSIDY 65	10	748	4,067	-	-	-	4,815
Spatial Plan - Additional River Crossing	LOAN 35 SUBSIDY 65	-	-	-	-	-	2,537	2,537
Bridge- Smith Road	LOAN 100	-	299	-	-	-	-	299
Replace existing assets:								
Resurfacing Chipseal - LR	RENEWAL 35 SUBSIDY 65	2,680	4,486	4,576	4,681	11,744	16,801	42,287
Pavement Rehabilitation - LR	RENEWAL 35 SUBSIDY 65	1,600	1,976	1,019	1,042	5,176	7,295	16,508
Resurfacing - LR	RENEWAL 35 SUBSIDY 65	641	887	904	925	8,109	4,800	15,625
Unsealed Metalling - LR	RENEWAL 35 SUBSIDY 65	700	768	783	801	2,513	3,595	8,461
Unsealed Metalling - SPR	SUBSIDY 100	311	256	261	267	839	1,200	2,824
Structures Renewals - LR	RENEWAL 35 SUBSIDY 65	-	349	817	836	-	-	2,002
Major projects total		19,788	14,159	19,782	14,210	49,988	80,731	178,870
Operational		4,059	3,719	2,992	2,557	7,836	11,226	28,330
Total group capital expenditure		23,847	17,878	22,773	16,767	57,823	91,958	207,199

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LR- Local roads / SPR- Special purpose roads / NFA – Non-funded roads. These categories normally attract different levels of capital expenditure subsidy funding contribution from New Zealand National Transport Agency Waka Kotahi.



BUILDING AND RESOURCE MANAGEMENT

Whakahaere Whare me ngā Rawa

Activities in this group

- ▶ Building Services
- ▶ Resource Consents
- ▶ Resource Management Policy

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for this group of activity will be maintained.

What we do and how 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. It ensures that buildings and public places are safe and that legal standards are met.

It also helps Council plan for growth in the district through spatial planning, supporting natural hazard resilience and adaptation to climate change, and managing land use development.

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Integrating nature into our decision making

Challenges

- An increase in the scope of building consent exemptions and a greater focus on compliance in legislation presents a challenge for Council and we continue working with partners to fully understand the implications and most appropriate solutions for our communities.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
The impact of subdivision, land use, and development can result in negative social and environmental effects.	✓	✓		✓	Recognition of these effects and mitigation measures through the development, implementation and review of Eastern Bay of Plenty Spatial Plan and the Whakatāne District Plan.

Alignment with strategic priorities



Strengthening relationships with iwi, hapū and whānau – *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Work alongside Māori land owners to support and enable development of Māori land.



Building climate change and natural hazard resilience, including our infrastructure – *Me mātua whakakaha i te aumangea ki te huringa āhuarangi me ngā matepā taiao tae ana ki te hangaroto*

- Ensure the Whakatāne District Plan (rules for how people can build on and develop their land) recognises, manages and mitigates the effects of natural hazards because of climate change. Working around supporting people to navigate these rules.
- Support people to navigate Whakatāne District Plan rules and requirements.



Facilitating economic regeneration and responding to development pressures – *Me mātua whakahaere i te tipuranga o te taiōhanga me ngā tonotono whare*

- Setting direction for where and what type of development should occur using spatial planning, district planning, and strategic planning processes for infrastructure, suburban development, and economic growth.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide building and resource consenting services that meet the needs of our communities.	User satisfaction with Council's resource consent process.	65%	60%	60%	60%	60%
	User satisfaction with Council's building consent process.	69%	60%	60%	60%	60%
	Percentage of building consent applications processed in accordance with statutory timeframes.	New measure*	90%	100%	100%	100%
	Percentage of non-notified resource consents processed within statutory timeframes.	New measure*	90%	100%	100%	100%

* This is a new measure for the Long-Term Plan 2024-34. Therefore, we do not have results from previous years to compare our targets to. Council has set a target for the first year lower than the statutory requirement in order to fill vacant roles and improve services to meet the targets in the future years. This approach is intended to ensure long-term compliance with statutory obligations by initially focusing on building the necessary capacity and resources.

Key financial summary

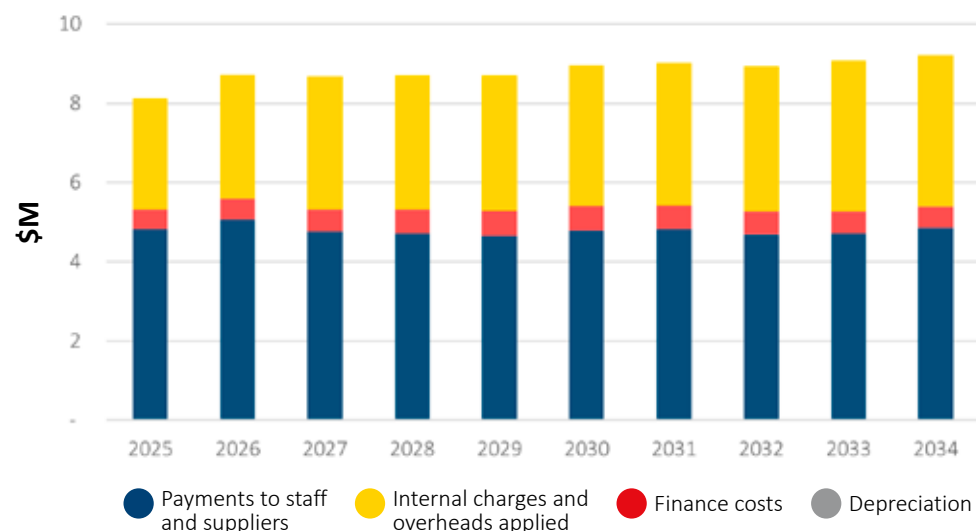
OPERATING EXPENDITURE

\$88.2 million

Total operating expenditure over the 10 years 2025-34

Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure of this function largely remain consistent with existing level of service with annual inflation increases.



CAPITAL EXPENDITURE

\$Nil

Total capital expenditure over the 10 years 2025-34



WASTE MANAGEMENT

Whakahaere Para

Activities in this group

- ▲ Waste Disposal
- ▲ Waste Minimisation

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for this group of activities will increase.

What we do and how we do it

This group of activities 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. It helps Council encourage and support the community to reduce, reuse, and recycle through education programmes that support the waste hierarchy, and provide the right infrastructure and services. Waste management must meet the requirements of several pieces of legislation, including the Waste Minimisation Act 2008 and the Local Government Act 2002.

Challenges

- Monitoring and responding to legislative changes requires significant efforts from our waste teams in order to remain compliant and offer the best possible range of waste solutions for our communities.

Contribution to community outcomes



Integrating nature into our decision making



Thriving circular economies

Alignment with Strategic Priorities



Shaping a green District – *Kia toitū te rohe*

- Ensure Council’s decision-making and operations reflect our environmental priorities.
- Provide active leadership to minimise and manage waste to develop a more circular economy.

Significant negative effects

Possible negative effect	Aspects of wellbeing impacted				How we will try to minimise the impact
	Social	Cultural	Economic	Environmental	
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. Council will also continue to 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.
Cultural impacts caused by the discharge of contaminants to land and water, and odour to the air, at Resource Recovery Centres.	✓	✓		✓	Compliance with resource consents and aftercare 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.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We support the active promotion of waste management and minimisation in the community.	Amount of waste sent to landfill per person each year.	52.8%	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).	82%	82%	82%	82%	82%
	User satisfaction with the kerbside waste collection service.	88%	85%	85%	85%	85%

Variation to our Waste Management and Minimisation Plan

We have not identified any variations between our Waste Management and Minimisation Plan and the proposals in this Long Term Plan. The current Waste Management and Minimisation Plan is for the period 2021-2027. A review of the plan will commence in 2026 with the aim of adopting a new plan in 2027.

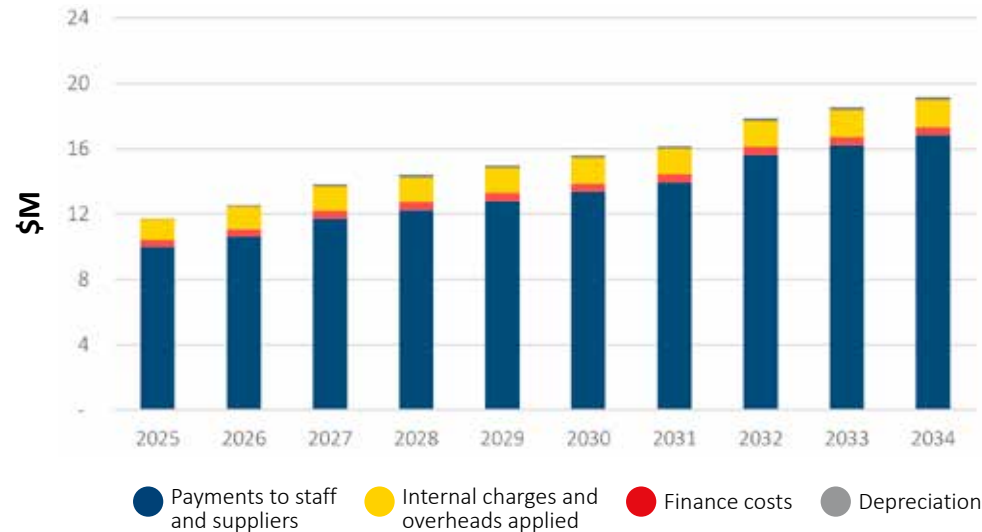
The plan is a six year plan as required under the Waste Minimisation Act.

Key financial summary

OPERATING EXPENDITURE

\$154.9 million

Total operating expenditure over the 10 years 2025-34



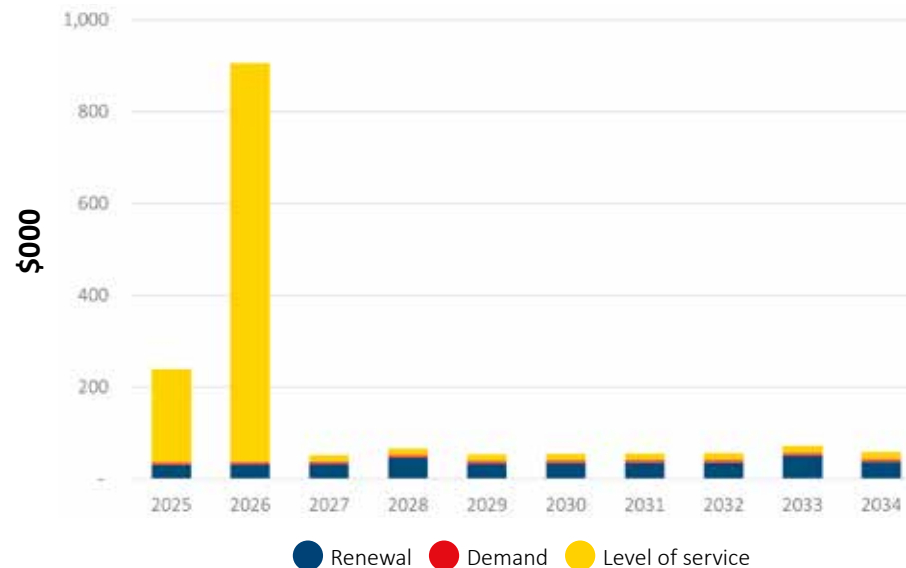
Commentary on material changes since the last Long Term Plan, if any:

Operating expenditure associated with waste management continue to increase through the Long Term Plan. Following direction from central government, previously anticipated food waste collection costs have now been removed from the Long Term Plan. We continue to anticipate working on community engagement to improve district management of waste and minimisation.

CAPITAL EXPENDITURE

\$1.6 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The early part of the Long Term Plan has some capex programmed for improvements to the Murupara Transfer Station to implement fees and charges.

Capital Expenditure – Waste Management

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Refuse Bins	LOAN 100	-	-	855	-	-	-	855
Murupara Refuse Transfer Station Development	LOAN 100	-	190	-	-	-	-	190
Major projects total		-	190	855	-	-	-	1,045
Operational		64	50	51	52	174	243	569
Total group capital expenditure		64	240	906	52	174	243	1,615

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COMMUNITY REGULATION

Ngā Waeture Hapori

Activities in this group

- ▲ Animal Control
- ▶ Environmental Health
- ▶ Liquor Licensing
- ▶ Regulation Monitoring

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Animal Control will increase.

The level of service for Environmental Health, Liquor Licensing, and Regulation Monitoring will be maintained.

What we do and how we do it

Ensuring animal control is in place, enforcing traffic regulations, preventing alcohol-related harm through liquor licensing, and maintaining environmental and public health standards are key to making the Whakatāne District a safe place to live, work and play.

Contribution to community outcomes



Strong, connected, interdependent, diverse communities

Alignment with strategic priorities



Enhancing the safety, wellbeing, and vibrancy of communities

– *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Work with other agencies and community organisations to focus on social wellbeing outcomes (such as health, homelessness, and safety).

Challenges

- The number of unregistered dogs continues to present a challenge to the animal control teams and communities. Through the LTP Council is increasing its resourcing in this area.
- Safety of our front-line Council staff is a challenge and priority, which we address with regular training and updates.

Significant negative effects

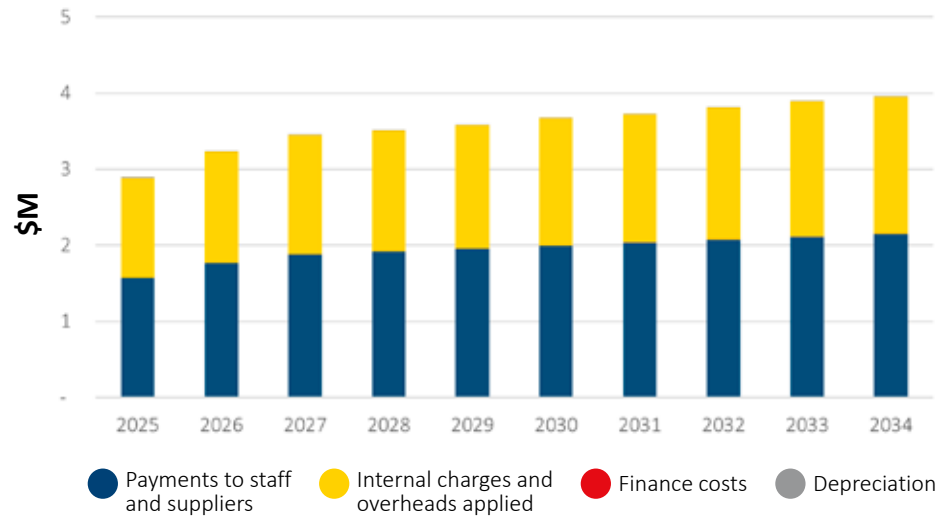
There are no significant negative effects associated with the activities in this activity group.

Key financial summary

OPERATING EXPENDITURE

\$35.7 million

Total operating expenditure over the 10 years 2025-34



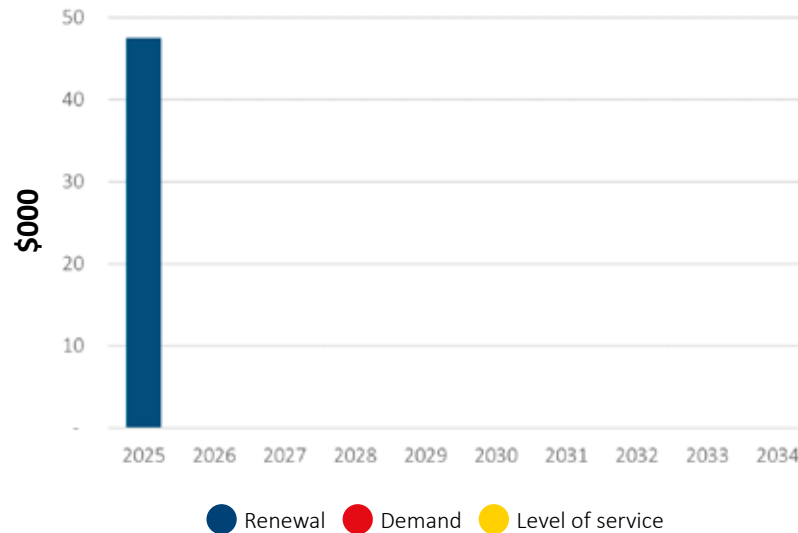
Commentary on material changes since the last Long Term Plan, if any:

Operating costs in year one and year two include the addition of an animal control officer each year, responding to concerns raised by communities throughout the consultation period.

CAPITAL EXPENDITURE

\$48 thousand

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

Capital expenditure for this activity includes renewals of stock yards in Edgcumbe.

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We ensure environmental and public health standards are maintained.	Percentage of licensed premises inspected at least once per year, excluding special licenses.	88%	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.	96.4%	90%	90%	90%	90%
	Percentage of after-hours excessive noise complaints responded to promptly.*	98%	90%	90%	90%	90%
	Percentage of environmental health complaints (excluding noise) responded to within two working days.	93%	90%	90%	90%	90%
	Percentage of aggressive/threatening dogs and roaming stock complaints responded to within one hour.	89.7%	90%	90%	90%	90%
	Percentage of all other animal control complaints responded to within two working days.	98.9%	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.

Capital Expenditure – Community Regulation

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Major projects total		-	-	-	-	-	-	-
Operational		-	48	-	-	-	-	48
Total group capital expenditure		-	48	-	-	-	-	48

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



COMMUNITY FACILITIES

Ngā Rawa Hapori

Activities in this group

- ▲ Halls
- ▶ Public Conveniences

LEVELS OF SERVICE KEY	
▲	Increase
▶	Maintain

The level of service for Halls will increase.
The level of service for Public Conveniences will be maintained.

What we do and how we do it

This group of activities provides the community with access to great venues and ensures public conveniences are always available and well maintained.

Key projects

- Renewal work for our rural and urban halls.
- Rex Morpeth Park and War Memorial Hall redevelopment
- Public conveniences upgrade programme

Contribution to community outcomes



Strong, connected, interdependent, diverse communities



Constructively and collaboratively engaging with iwi, hapū and whānau

Significant negative effects

There are no significant negative effects associated with the activities in this activity group.

Challenges

- Maintaining ageing properties and responding to increasing costs of maintenance is a challenge for Council. Regular checks and maintenance schedules help to keep as many Facilities open and operating as possible.
- Vandalism of Council facilities continues to be a challenge that we attempt to address through stronger community partnerships and outreach.

Alignment with Strategic Priorities



Enhancing the safety, wellbeing, and vibrancy of communities – *Me mātua whakanui i te marutau, te oranga, me te wana o ngā hapori*

- Invest wisely in recreation, events, and the arts to have a broader range of ‘things to do’ (especially for our youth).



Strengthening relationships with iwi, hapū and whānau – *Me mātua whakawhanake i ngā kōtuituinga ā-iwi, ā-hapū, ā-whānau anō hoki*

- Work with iwi, hapū and whānau, to improve equity and wellbeing outcomes.
- Enable iwi participation in planning, decision-making and reflect cultural aspirations through the projects we deliver (e.g. financial support, capability, design).

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide a variety of quality community facilities that meet community needs.	User satisfaction with public toilets.	New measure*	68%	68%	68%	68%
	User satisfaction with public halls.	New measure*	77%	77%	77%	77%

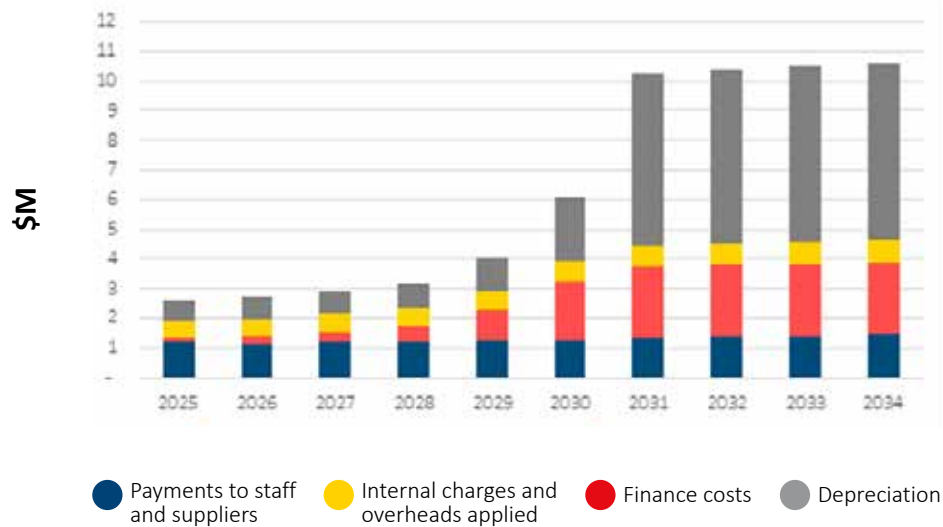
* This is a new measure for the Long-Term Plan 2024-34. Therefore, we do not have results from previous years to compare our targets to.

Key financial summary

OPERATING EXPENDITURE

\$63.3 million

Total operating expenditure over the 10 years 2025-34



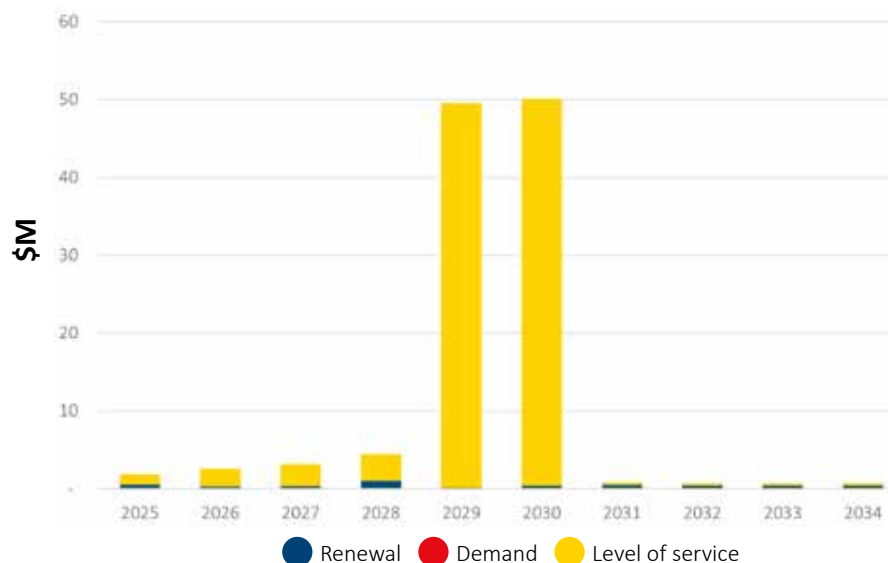
Commentary on material changes since the last Long Term Plan, if any:

The change in finance costs for the Community Facilities group is mainly due to debt from the Council's contribution to the Rex Morpeth Recreation Hub, after accounting for third-party subsidies and grants. The legislative approach that funding matches the benefits received by future generations, leading to initial debt to improve facilities, followed by future rates funding as the community benefits from these assets over time creates this impact.

CAPITAL EXPENDITURE

\$114.4 million

Total capital expenditure over the 10 years 2025-34



Commentary on material changes since the last Long Term Plan, if any:

The material investment in 2029-2030 reflects capital expenditure of phase 2 of the Rex Morpeth Recreation Hub. The project has been reflected as phases within the Long Term Plan recognising that the material investment phase will be subject to further stop/go decision making points prior to commencement. The amount above reflects the full costs noting that a significant portion is anticipated to be offset by third party subsidies and grants, as well as future development contributions.

Capital Expenditure – Community Facilities

(\$000) For years ending 30 June	Funding ratios	FCST 2024	LTP 2025	LTP 2026	LTP 2027	LTP 2028-30	LTP 2031-34	TOTAL 2025-34
MAJOR PROJECTS								
Improve levels of services:								
Rex Morpeth Recreation Hub:								
- Stage 1 Preliminary works		-	1,054	2,180	2,223	2,263	-	7,720
- Stage 2 Major works	DEVCON 13.24 LOAN 27.36 RENEWAL 9.4 SUBSIDY 50	-	-	-	-	98,562	-	98,562
- Stage 3 Completion		-	-	-	-	-	1,195	1,195
Halls Seismic Strengthening	LOAN 100	-	-	-	-	501	-	501
Thornton North Toilets	LOAN 100	-	-	-	-	446	-	446
Boon Street Toilets	LOAN 100	-	-	-	411	-	-	411
Edgumbe War Memorial Hall	LOAN 100	-	-	-	-	279	-	279
Short Street Toilets	LOAN 100	-	-	-	-	223	-	223
Appenzell Park Toilets	DEVCON 8.39 LOAN 91.61	-	-	-	-	201	-	201
White Horse Drive Toilets	DEVCON 8.39 LOAN 91.61	-	-	-	197	-	-	197
Replace existing assets:								
Whakatāne War Memorial Hall	RENEWAL 50 SUBSIDY 50	-	126	-	-	-	-	126
Major projects total		756	1,180	2,180	2,831	102,475	1,195	109,861
Operational		576	634	374	363	1,587	1,627	4,585
Total group capital expenditure		1,332	1,814	2,554	3,194	104,062	2,822	114,446

The categorisation of assets based on demand, improvement, or renewal in this table is assigned based on the primary driver of the expenditure as provided for in Clause 3 (1), schedule 10 of the Local Government Act, which may not align to the separate categorisation in the Funding Impact Statement above, which is based on the ratio of the capital expenditure. The total capital expenditure reflected between this table and the Funding Impact Statement remain consistent however. The capital expenditure for Forecast 2024 is only shown at the detailed item level if the capital expenditure activity is in both 2024 and the Long Term Plan, therefore they may only reflect a portion of the summed totals.



CORPORATE SERVICES

Ngā Ratonga Rangatōpū

Activities in this group

- Corporate Fleet
- Corporate Project Management
- Corporate Property
- Customer Services
- Communications and Engagement
- Executive Support Admin and Executive Team
- Financial Services
- People and Capability
- Health Safety and Wellbeing
- Information Management
- Digital Services
- Procurement and Risk Management
- Strategy and Policy
- Group Eliminations/District Activities

Key projects

- Depot buildings renewals
- Replacement of operational vehicles
- Digital technology renewals
- Museum upgrade to heating, ventilation and air-conditioning technology



What we do and how 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 include functions such as financial services, information management, human resources and technology and systems.

Being a strong, resilient Council organisation focused on continuous improvement is critical to deliver our activities and services.

Challenges

- Increased compliance obligations
- Attraction and retention of staff in a highly competitive environment
- Digital security
- Supply chain impacts

Key performance indicator

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	Results for 2022/23	TARGET - Year 1 (2024/2025)	TARGET - Year 2 (2025/2026)	TARGET - Year 3 (2026/2027)	TARGET - Year 4+ (2027-34)
We provide our communities with access to the information they need.	User satisfaction with Council’s Customer Service front desk.	75%	76%	76%	76%	76%

Key financial summary

Corporate services overhead costs are the indirect costs incurred by the Council that are not directly tied to the production or delivery of a specific activity or service.

Examples of corporate overhead costs include administrative salaries, rent for council offices, utilities, and other general expenses. The operating costs associated with the delivery of corporate services that support the wider activity delivery of Council to the community.

The costs of corporate services are allocated to each activity using an appropriate allocation base. For example, the cost of the People and Capability enabling service may be allocated based on the number of employees each activity has. This overhead allocation methodology, which is common good practice, means that the costs of corporate services are funded through the indicative percentages of each actual activity.

WHAKATĀNE DISTRICT COUNCIL

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