

*Representation Strategy
Last reviewed: 1998
Next review: 2008*

Representation

Overview

In the Western Bay of Plenty District, the leadership challenge focuses on trying to understand the needs of our diverse communities so that we can provide good representation aimed at achieving the community's vision for the future.

In response to this challenge Council's Representation Strategy focuses on building and maintaining strong relationships with communities (including iwi) and service delivery agencies to ensure our communities' needs can be met through affordable and effective solutions. This includes Council's commitment to the continued operation of the Maori Forum and implementation of agreed Treaty of Waitangi Principles, together with partnerships and alliances with neighbouring councils and service delivery agencies.

Council is committed to regularly reviewing its representation systems, processes and understandings in accordance with best practice and statutory requirements.

10-year programme highlights

- Provision of District Councillor and Community Board Elections
A sum of \$180,000 has been allocated in 2007/08, 2010/11 and 2013/14.*
- Establishment of an additional resource to provide administrative and research assistance to the Mayor and Councillors.*

Treaty of Waitangi Principles - Understandings adopted by Council and tangata whenua

Principle of Tino Rangatiratanga - Self-management

The right of Maori to exercise under the law, authority and control over their Rohe, land, rivers, resources and taonga.

Principle of Kawanatanga - Governance

The government has the right to make laws for the good order and security of the country, subject to the duty imposed (on the Crown) to Maori under the Treaty.

Principle of Whakawhanautanga - Partnership

A duty on both iwi/hapu and Council to interact in the best possible way with reason, respect and in good faith.

Principle of Oritetanga - Equality

The right of tangata whenua to fair and equal treatment under the law.

Principle of Kaitiakitanga - Guardianship

The right of Maori to exercise guardianship over their ancestral lands, water, sites, waahi tapu and other taonga.

Principle of 'He here kia mohio' - Co-operation and consultation

The duty to listen to what others have to say, consider their responses and then decide what will be done.

Principle of Whakatika I te he - Redress past breaches

The duty of the Crown to work towards settlement of grievances under the Treaty of Waitangi.

What Council wants to achieve

Council Outcome 1: The needs of the Western Bay of Plenty District's diverse rural and urban communities are met by providing for effective representation and careful stewardship of the District's resources.

LERE1

This outcome recognises the challenge for leadership is to understand the needs of our diverse rural, urban and iwi communities and provide good representation aimed at achieving the Community's Outcomes. In meeting this challenge, Council recognises that collaboration and partnering with other local authorities and sectors will be essential.

Council Outcome 2: Financial management is prudent, effective and efficient.

LERE2

This outcome identifies the principal mechanisms Council will use to manage its finances, fund activities and monitor the results.

Why Council wants to achieve this

To contribute to the following Community Outcomes

- We can all enjoy a healthy and safe lifestyle.
- Our communities are vibrant and welcoming.
- Our communities encourage leadership and participate in decision-making.
- Our environment is clean, green and valued.
- Our economy is thriving.

To meet statutory obligations under the following Act:

- Local Government Act 2002

Activities in this strategy

- Subregional representation
- District representation
- Local representation
- Financial planning

Significant negative effects associated with these activities

Nil.

How Council will achieve this

Outcome 1

The needs of the Western Bay of Plenty District's diverse rural and urban communities are met by providing for effective representation and careful stewardship of the District's resources.

LERE1

1.1 All Council activities meet legislative requirements.

Council's role: Lead

1.2 Develop, implement and monitor a Treaty of Waitangi Implementation Plan.

Council's role: Partner

1.3 Maintain effective representation.

Council's role: Lead

1.4 Listen to constituents and advocate their needs.

Council's role: Lead

1.5 Ensure the interests of the District are represented at all levels to government, their agencies and other local authorities.

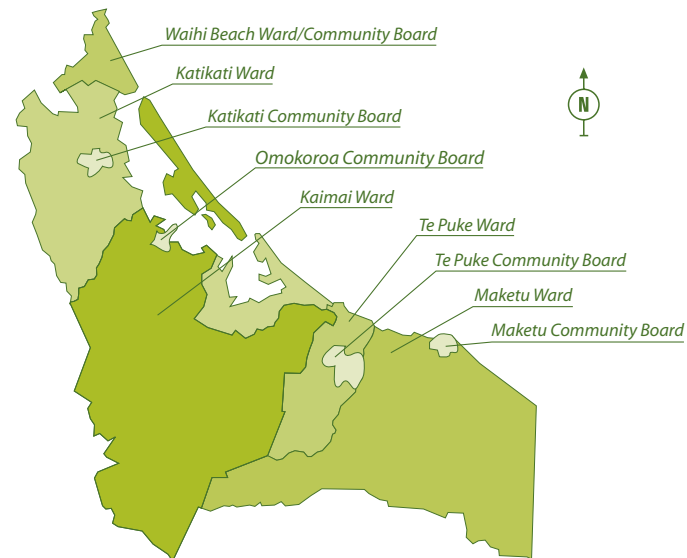
Council's role: Partner

1.6 Continue to develop and maintain a strong relationship with tangata whenua by providing for the ongoing involvement of the Maori Forum.

Council's role: Partner

1.7 Work in partnership with communities, organisations and all levels of government to achieve the District's vision.

Council's role: Partner



Outcome 2

Financial management is prudent, effective and efficient.

LERE2

2.1 Continually review accounting procedures and standards so that finances are managed in a prudent manner.

Council's role: Lead

2.2 Develop and review revenue and financing policies in conjunction with strategy reviews.

Council's role: Lead

2.3 Develop and review financial policies to take into account legislative compliance and Council's strategic intent.

Council's role: Lead

2.4 Ensure developers pay their share of the cost of new infrastructure, increased demand for use of community facilities and reserves and mitigating the impact of development on the environment.

Council's role: Lead

How Council will track progress

Council uses performance measures to track its progress towards the achievement of Council Outcomes, and delivery of levels of service.

Council Outcome	Performance measures	Base	Targets				
		30/06/05	2007	2008	2009	2012	2016
Outcome 1 (LERE1) The needs of the Western Bay of Plenty District's diverse rural and urban communities are met by providing for effective representation and careful stewardship of the District's resources.	Key Performance Measure The level of achievement in the financial performance index (the index has been developed to monitor Council's financial trends and level of compliance with Treasury policy. Result <1.00 is unfavourable, >1.00 is favourable).	1.18	1.00	1.00	1.00	1.00	1.00
	Key Resident Measure Level of community satisfaction with the opportunities to participate in decision-making and the level of representation (Elected and Community Board members) to Council.	56%	55%	No survey	No survey	55%	55%
Outcome 2 (LERE2) Financial management is prudent, effective and efficient.	Supporting measures Interest expense on external debt as a percentage of rates revenue. (Maximum identified in Treasury policy is 20%).	8.6%	9.6	13.85	16.08	17.67	11.25
	Level of Tangata Whenua satisfaction with representation provided by the Maori Forum.	New	*	*	*	*	*
	Affordability of rates The percentage movement in total rates income (after allowance for growth).	5.0%	3.54	6.66	2.98	2.73	3.41
	Percentage of rates to total income.	54%	65%	65%	65%	65%	65%
	Stewardship of rates income, the percentage of District rates income not spent at the end of the financial year.	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Percentage of actions (pertaining to representation) identified in the Leadership Action Plan for the year that have been completed.	85%	90%	90%	90%	90%	90%	

*Survey to be developed and will be undertaken in 2006/07. Targets will be identified when survey completed.

Levels of service and measurement

Levels of service	Performance measures	Base 30/06/05	Targets				
			2007	2008	2009	2012	2016
Representation will be provided by: 1 Mayor 12 Councillors 5 Community Boards 1 Maori Forum.	Number of meetings held per annum: Council, based on 6-weekly cycle	New	8	8	8	8	8
	Community Boards based on 6-weekly cycle, or	New	8	8	8	8	8
	2-monthly cycle	New	5	5	5	5	5
	Maori Forum, at least	New	6	6	6	6	6
	Number of individual elected members that attended Council, Committee and Community Board meetings.	New	80%	80%	80%	80%	80%
	Number of individual elected members that attended Community Board meetings.	New	80%	80%	80%	80%	80%
Level of compliance with statutory timeframes.	100%	100%	100%	100%	100%	100%	
Community Outcomes process will meet statutory requirements.	Compliance with statutory process for Community Outcomes.	New	100%	100%	100%	100%	100%

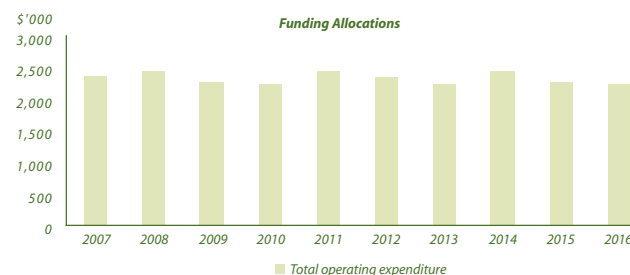
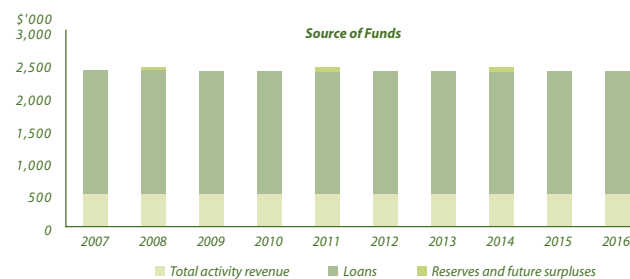
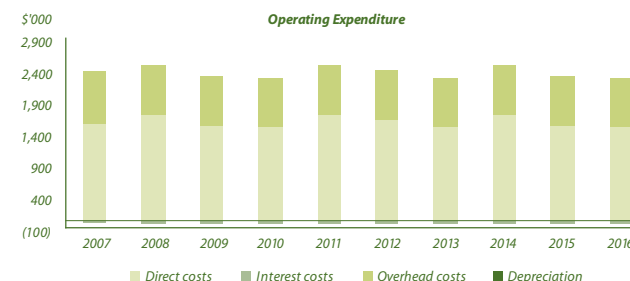
Projected Financial Summary - Representation

	2007 (\$'000)	2008 (\$'000)	2009 (\$'000)	2010 (\$'000)	2011 (\$'000)	2012 (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)
Analysis of expenditure - by activity										
Representation	2,437	2,635	2,524	2,568	2,839	2,814	2,735	3,005	2,840	2,861
Total operating expenditure	2,437	2,635	2,524	2,568	2,839	2,814	2,735	3,005	2,840	2,861
Analysis of expenditure - by class										
Operating Costs	1,628	1,862	1,726	1,750	2,000	1,955	1,858	2,113	1,933	1,941
Interest costs	(24)	(26)	(28)	(33)	(36)	(39)	(42)	(45)	(49)	(52)
Overhead costs	833	799	826	851	875	898	919	937	955	972
Depreciation	0	0	0	0	0	0	0	0	0	0
Total operating expenditure	2,437	2,635	2,524	2,568	2,839	2,814	2,735	3,005	2,840	2,861
Revenue										
Service charges	0	0	0	0	0	0	0	0	0	0
Community Board Rate	540	557	573	588	603	617	630	641	652	662
Total activity revenue	540	557	573	588	603	617	630	641	652	662
Net cost of service - surplus / (deficit)	(1,897)	(2,079)	(1,951)	(1,980)	(2,236)	(2,197)	(2,105)	(2,364)	(2,187)	(2,199)
Capital expenditure	0	0	0	0	0	0	0	0	0	0
Debt repayment	0	0	0	0	0	0	0	0	0	0
Capital & Debt Repayment	0	0	0	0	0	0	0	0	0	0
Total other funding required	(1,897)	(2,079)	(1,951)	(1,980)	(2,236)	(2,197)	(2,105)	(2,364)	(2,187)	(2,199)
Other funding provided by										
General Rate	1,882	1,943	2,070	2,114	2,177	2,217	2,263	2,316	2,343	2,379
Reserves & future surpluses	15	136	(119)	(134)	59	(19)	(158)	48	(155)	(181)
Total Other funding	1,897	2,079	1,951	1,980	2,236	2,197	2,105	2,364	2,187	2,199

All information from 2008-2016 includes an adjustment for inflation.

Supplementary Information: Summary of expenses and funding in 2006/07 dollars (no inflation adjustments) - Representation

	2007	2008	2009
	\$'000	\$'000	\$'000
Analysis of expenditure - by activity			
Elected Members	1,874	2,044	1,869
Governance Support	0	0	0
Waihi Beach Community Board	122	112	111
Katikati Community Board	114	114	114
Omokoroa Community Board	99	74	74
Te Puke Community Board	143	133	133
Maketu Community Board	84	82	81
Total operating expenditure	2,437	2,559	2,382
Analysis of expenditure - by class			
Direct costs	1,628	1,812	1,637
Interest costs	(24)	(25)	(27)
Overhead costs	833	772	772
Depreciation	0	0	0
Total operating expenditure	2,437	2,559	2,382
Revenue			
Service charges	0	0	0
Community Board Rate	540	540	540
User fees	0	0	0
Financial contributions	0	0	0
Subsidies	0	0	0
Other income	0	0	0
Total activity revenue	540	540	540
Net cost of service - surplus / (deficit)	(1,897)	(2,019)	(1,843)
Capital expenditure	0	0	0
Debt repayment	0	0	0
Capital & Debt Repayment	0	0	0
Total other funding required	(1,897)	(2,019)	(1,843)
Other funding provided by			
General Rate	1,882	1,884	1,949
Reserves & future surpluses	15	135	(107)
Total Other funding	1,897	2,019	1,843



Key assumptions - Representation

Assumption	Description	Confidence (High, Med, Low)	Consequence of error in assumption																														
Community Board structure	The District has five Community Boards. No change in the number of elected members on Community Boards.	Medium	Increase in number of Community Boards would result in increased staff time involved in governance support.																														
Council size	No change to numbers of elected members i.e: 12 councillors and one mayor.	Medium	Change to the number of elected members would affect operating costs.																														
Council committee structure	Council has four committees, one Regulatory committee, the Maori Forum, Council.	Medium	Increase in number of committees would result in increased staff time involved in governance support.																														
Election cycle	Triennial elections are held; no by-elections are provided for in expenditure projections.	High	Increase in expenditure if by-elections needed.																														
Elected members expenses	No change to the Elected Members Expenses Policy approved by the Remuneration Authority.	Medium	Changes to policy could result in higher or lower expense claims.																														
Representation review	Review of representation undertaken every six years.	High	If representation reviews undertaken more often than every six years, there would be an increase in operating expenses.																														
Inflation projections - Representation	<p>Financial projections within the Representation group of activities have been calculated by applying the following inflation factors to core costs:</p> <table border="1"> <thead> <tr> <th></th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Staff Inflation</td> <td>2.5%</td> <td>2.4%</td> <td>2.2%</td> <td>2.0%</td> <td>1.8%</td> <td>1.7%</td> <td>1.5%</td> <td>1.3%</td> <td>1.3%</td> </tr> <tr> <td>Other Inflation</td> <td>3.1%</td> <td>3.0%</td> <td>2.6%</td> <td>2.5%</td> <td>2.3%</td> <td>2.1%</td> <td>1.8%</td> <td>1.7%</td> <td>1.6%</td> </tr> </tbody> </table> <p>It is assumed that 38% of operating costs will be affected by the Staff Inflation factor, and 62% of operating costs are will be affected by the Other Inflation factor.</p>		2008	2009	2010	2011	2012	2013	2014	2015	2016	Staff Inflation	2.5%	2.4%	2.2%	2.0%	1.8%	1.7%	1.5%	1.3%	1.3%	Other Inflation	3.1%	3.0%	2.6%	2.5%	2.3%	2.1%	1.8%	1.7%	1.6%	Medium	If actual inflation rates vary from those assumed, costs will either be over or under estimated. This will affect the financial projections for the activity, including the expenditure, revenue and financing requirements for this activity.
	2008	2009	2010	2011	2012	2013	2014	2015	2016																								
Staff Inflation	2.5%	2.4%	2.2%	2.0%	1.8%	1.7%	1.5%	1.3%	1.3%																								
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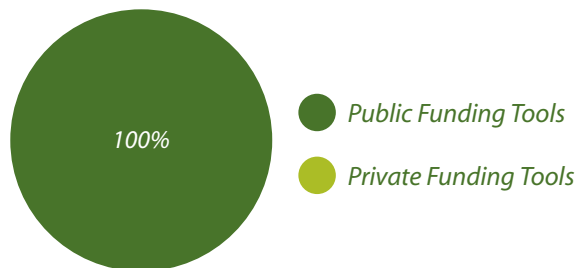
Revenue and Financing Policy - Representation

Rationale for choice of revenue and financing tools

Public benefits identified	Private benefits identified	Other considerations
<p>The benefit of representation by elected members accrues to the community as a whole, and not to identifiable individuals.</p> <p>Council could not stop individuals from benefiting from this service if they refused to pay for it.</p> <p>An individual using this service does not reduce the opportunity for another to use it.</p> <p>The benefit of representation by Community Board members accrues to the residents of each Community Board area.</p>	<p>Consent applicants receive a private benefit when the Hearings and Consents Committee hear resource consent applications. Council also recognised that the purpose of the committee was to provide a democratic process for the benefit of the public.</p>	<p>No inter-generational benefits identified.</p> <p>No exacerbator identified.</p>

Funding targets

Representation



Financing sources

N/A

Revenue sources

General Rate and UAGC	To fund elected members (all expenditure).
Community Board Rates	To fund Community Boards (all expenditure).
Service Charges	Area of Benefit - to fund community development projects.
Fees and Charges	To fund 25% of the cost of elected member's expenses relating to resource consent hearings.

For further details of Council's rating tools, refer to the Funding Impact Statement within the Financial Summaries and Statements section.

*Sustainable Development Strategy
Last reviewed: 2006
Next review: Post 2009*

Sustainable Development

Overview

One of the purposes of local government under the Local Government Act 2002 is to "promote the social, economic, environmental and cultural wellbeing of communities in the present and for the future". This means Council must take a sustainable development approach in giving effect to its responsibilities by taking into account:

- The social, economic and cultural wellbeing of people and communities; and*
- The need to maintain and enhance the quality of the environment; and*
- The reasonably foreseeable needs of future generations.*

This focus is supported by the District's communities, who continue to call for a move towards policies and programmes which will take the District, over time, towards sustainability.

The Sustainable Development Strategy outlines the ways in which Council will provide leadership to people in the Western Bay of Plenty District to promote sustainable development. It commits Council to policy development and decision-making processes that reflect principles of sustainable development. The strategy also provides a framework for growth management in the District, in accordance with SmartGrowth, the 50-year plan to manage growth in the subregion, which is the critical issue challenging our communities' progress towards sustainability.

10-year programme highlights

- A review of the District Plan. Brought forward from 2008/09, this 2-year project will now start in 2006/07 and will accommodate SmartGrowth commitments and the Regional Policy Statement produced by Environment Bay of Plenty (the regional council).*
- Escalation of the programme to develop long term plans for individual communities (comprehensive development plans), with plans being developed for Maketu, Waihi Beach and a review of the Katikati Plan by 2009. Other communities to be programmed in preparation for the 2009-2019 Long Term Plan.*
- Completion of the Ward Reserve Management Planning Programme by 2009, with rolling reviews programmed thereafter.*
- Development of Reserve Management Plans for the Joint Western Bay of Plenty District and Tauranga City Councils' subregional reserves at TECT All Terrain (Pyes Pa Road).*
- Development and implementation of structure plans in key growth areas to ensure continuity between infrastructure and land use requirements (roads, water, wastewater, reserves, housing) for future development.*
- Continuation of the preparatory investigation, design and consenting work required to provide a wastewater system for Maketu, Little Waihi and Pukehina Beach.*

What Council wants to achieve

Council Outcome 1: Leadership is provided to the people of the Western Bay of Plenty District in the achievement of sustainable development.

LESD 1

This outcome recognises that in meeting the needs of existing communities we must not compromise the ability of future generations to meet their own needs.

Council Outcome 2: The rate of growth within each community does not exceed its ability to absorb it.

LESD 2

This outcome recognises the rate of population growth in this District has been rapid and is expected to continue. While growth helps the community afford infrastructure and amenities, which meet the standards and expectations of the 21st century, growth needs to be managed so that those features which our communities value are preserved.

Why Council wants to achieve this

To contribute to the following Community Outcomes

- We can all enjoy a healthy and safe lifestyle.
- Our communities are vibrant and welcoming.
- Our communities encourage leadership and participate in decision-making.
- Our environment is clean, green and valued.
- Our economy is thriving.

To meet statutory obligations under the following Acts:

- Local Government Act 2002.
- Resource Management Act 1991.

Activities in this strategy

- Policy and Planning.
- Infrastructure Planning.

Significant negative effects associated with these activities

Nil.

How Council will achieve this

Outcome 1

Leadership is provided to the people of the Western Bay of Plenty District in the achievement of sustainable development.

LESD1

1.1 Develop, monitor and advocate policy designed to achieve the sustainable development of the District and ensure decision-making processes reflect the principles of sustainable development, which include:

- a) *Decisions based on information*
Monitoring and reporting on progress through the development of sustainability indicators and ensuring monitoring data, together with other relevant information, is used in decision-making.
- b) *Integrated and balanced approach*
Integrating economic, community, environmental and cultural considerations into the design of projects and the impact of policies.
- c) *Local solutions to local problems*
Working with our community, iwi, the business sector and other levels of government to promote rather than inhibit positive change and sustainability. Share and learn from the experiences of others to progress toward local and therefore global sustainability.
- d) *The need for community involvement*
Ensuring that all sectors and groups in our local communities are included and given the opportunity to participate in decisions that affect their lives.

- e) *Polluter pays*
Where possible, recovering the cost of pollution from the polluter.
- f) *Affordability, intergenerational equity and fairness*
Ensuring that the benefits and costs of decision options are assessed so that significant proposals are fair, affordable and equitably funded.

Council's role: Lead, Partner, Facilitator, Advocate, Research and Monitoring

Outcome 2

The rate of growth within each community does not exceed its ability to absorb it.

LESD2

To achieve this outcome, an agreed growth management strategy between Tauranga City Council, Environment Bay of Plenty and Western Bay of Plenty District Council was adopted in May 2004 called "SmartGrowth". It is a joint initiative for managing growth in the subregion, based on the following principles:

- Residential Growth Centres to accommodate most additional population growth and provide for a range of urban living opportunities.
- Employment Growth Centres to provide for employment opportunities of local and regional significance.
- Rural development opportunities that protect the productive land resource while also allowing for rural lifestyles.
- Transport corridors linking the region internally and externally.
- Costs of development to be met by the developer and not subsidised by the community.

2.1 SmartGrowth Strategy

Council will implement the SmartGrowth Strategy through:

a) Residential Growth Centres

Council will require urban development to locate within identified settlements (growth centres) where infrastructure and services exist to match community needs. The growth centres are:

- Waihi Beach (including Island View/Pios Beach and Athenree)
- Katikati
- Omokoroa
- Te Puke

As part of the SmartGrowth strategy there is also provision for the expansion of Tauranga into the Western Bay of Plenty District. This is programmed to occur beyond the period of this Long Term Plan.

Council's role: Lead

b) Increased residential density

Within the four growth centres, SmartGrowth requires increased residential density for greenfield development. This will be achieved through District Plan changes associated with the introduction of new greenfield areas.

Council's role: Lead

2.2 Residential areas (excluding Growth Centres)

In the residential areas at:

Tanners Point, Tuapiro, Ongare Point, Te Kauri Village, Plummers Point, Te Puna West, Minden, Te Kahika, Paengaroa, Maketu, Little Waihi, Pukehina Beach, Pongakawa, Rogers Road

And papakainga settlements at:

Tuapiro Marae; Tawhitinui Marae, Tutereinga Marae, Whetu Marae, Ngatimoko Waitangi Marae, Marukukere Marae, Otukawa Marae.

Council will maintain the permitted scale and existing character of development to ensure a choice of living environments, subject to:

- protection of the natural environment, including ecological values and water quality
- protection of public health
- protection of amenity
- avoidance of conflict of activities
- avoidance of land that is flood prone, unstable or in coastal margins
- the ability to provide appropriate infrastructure.

Council's role: Lead

2.3 Employment Growth Centres

In accordance with SmartGrowth, Council will provide for local employment needs through zoning appropriate areas at Waihi Beach, Katikati, Omokoroa, Te Puna and Te Puke. Subregional needs will be met through private plan changes proposed for Tauriko and Rangiruru.

Council's role: Lead

2.4 Rural subdivision and development

In accordance with SmartGrowth and Environment Bay of Plenty's Regional Policy Statement, Council will ensure the versatility of our rural land and the opportunity to enjoy the rural way of life by providing for rural subdivision and development subject to:

- protection of the natural environment, including ecological values and water quality
- protection of rural amenity
- avoidance of conflict of activities
- protection of versatile soils
- the ability to provide appropriate infrastructure.

Council's role: Lead

2.5 Comprehensive Development Plans

Council will develop and monitor Comprehensive (environmental, social, economic, cultural and infrastructural) Development Plans for each of the District's communities and identify the development capacity of each community and an appropriate level of infrastructure.

Council's role: Lead

2.6 Planning of services to Growth Centres

In the identified Residential and Employment Growth Centres, Council will plan appropriate services to meet the needs of both existing residents and businesses and the anticipated growth in demand for services over the planning period to 2020 and beyond. Appropriate services include: wastewater, water, transportation services, stormwater, community planning, reserves and community facilities.

Council's role: Lead

2.7 Additional services and infrastructure

Council will work with other agencies to ensure the effects of growth and additional demand for services in non-growth centres are appropriately managed and provided for, and the community's needs are met. This will include identifying and securing adequate water supplies to meet future needs.

Council's role: Lead, Research and Monitoring

2.8 Monitoring

- a) *Council will identify and monitor the impacts of growth and development on the District in accordance with District and subregional monitoring frameworks.*

- b) *Council will work with others to share information, develop and monitor indicators and strategies to measure progress towards the achievement of the District's Community Outcomes.*

Council's role: Partner, Research and Monitoring

How Council will track progress

Council uses performance measures to track its progress towards the achievement of Council Outcomes, and delivery of levels of service.

Council Outcome	Performance measures	Base 30/06/05	Targets				
			2007	2008	2009	2012	2016
Outcome 1 (LESD1) Leadership is provided to the people of the Western Bay of Plenty District in the achievement of sustainable development.	Key Performance Measure Percentage of actions (pertaining to sustainable development) identified in the Leadership Action Plan for the year that have been completed.	82%	90%	90%	90%	90%	90%
	Key Resident Measure Percentage of residents who perceive growth to have had a positive or no impact.	79%	No survey	80%	No survey	80%	80%
Outcome 2 (LESD2) The rate of growth within each community does not exceed its ability to absorb it.	Supporting measure Percentage completion of the inter-agency exercise (working with other agencies in the community) to consider Community Outcomes, District monitoring indicators and areas for collaboration.	50%	100%	100%	100%	100%	100%

Levels of service	Performance measures	Base 30/06/05	Targets				
			2007	2008	2009	2012	2016
District Plan updated to meet the needs of the District.	Number of sustained challenges to District Plan changes.	New	0	0	0	0	0
Strategies reviewed in accordance with timeframes outlined in the Long Term Plan.	Percentage of strategy reviews initiated in accordance with agreed timeframes.	New	100%	100%	100%	100%	100%

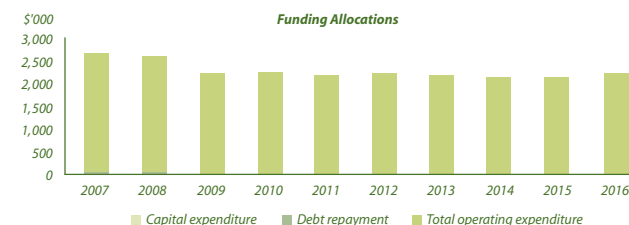
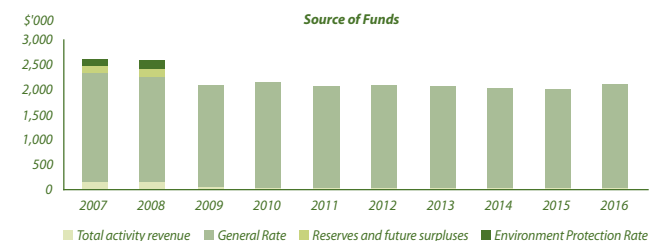
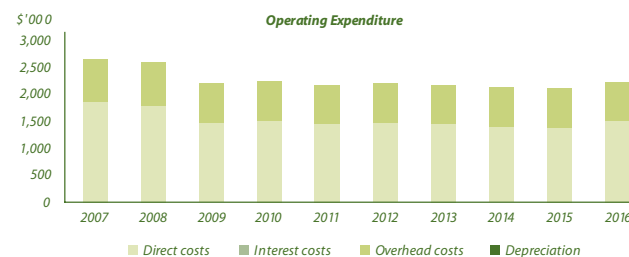
Projected Financial Summary - Sustainable Development

	2007 (\$'000)	2008 (\$'000)	2009 (\$'000)	2010 (\$'000)	2011 (\$'000)	2012 (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)
Analysis of expenditure - by activity										
Sustainable Development	2,665	2,669	2,342	2,439	2,422	2,509	2,523	2,507	2,528	2,700
Total operating expenditure	2,665	2,669	2,342	2,439	2,422	2,509	2,523	2,507	2,528	2,700
Analysis of expenditure - by class										
Operating Costs	1,867	1,848	1,566	1,641	1,605	1,672	1,668	1,636	1,641	1,799
Interest costs	(2)	(4)	0	0	0	0	0	0	0	0
Overhead costs	800	825	776	797	818	837	855	871	886	901
Depreciation	0	0	0	0	0	0	0	0	0	0
Total operating expenditure	2,665	2,669	2,342	2,439	2,422	2,509	2,523	2,507	2,528	2,700
Revenue										
Service charges	13	13	0	0	0	0	0	0	0	0
User fees	0	0	0	0	0	0	0	0	0	0
Financial contributions	150	155	53	33	34	34	35	36	36	37
Total activity revenue	163	168	53	33	34	34	35	36	36	37
Net cost of service - surplus / (deficit)	(2,502)	(2,501)	(2,289)	(2,406)	(2,389)	(2,475)	(2,488)	(2,471)	(2,491)	(2,663)
Capital Expenditure	0	0	0	0	0	0	0	0	0	0
Debt Repayment	21	23	0	0	0	0	0	0	0	0
Capital and Debt Repayment	21	23	0	0	0	0	0	0	0	0
Total other funding required	(2,523)	(2,524)	(2,289)	(2,406)	(2,389)	(2,475)	(2,488)	(2,471)	(2,491)	(2,663)
Other funding provided by										
General Rate	2,178	2,179	2,183	2,297	2,277	2,360	2,372	2,353	2,370	2,540
Environment Protection Rate	70	184	106	109	112	114	117	119	121	123
Reserves & future surpluses	275	161	0	0	0	0	0	0	0	0
Total Other funding	2,523	2,524	2,289	2,406	2,389	2,475	2,488	2,471	2,491	2,663

All information from 2008-2016 includes an adjustment for inflation.

Supplementary Information: Summary of expenses and funding in 2006/07 dollars (no inflation adjustments) - Sustainable Development

	2007	2008	2009
	\$'000	\$'000	\$'000
Analysis of expenditure - by activity			
Strategic Planning Management	2,313	2,243	2,113
District Development	157	177	0
Environmental Projects	199	178	100
Pukehina Development fund	(5)	(6)	0
Total operating expenditure	2,665	2,593	2,213
Analysis of expenditure - by class			
Direct costs	1,867	1,797	1,484
Interest costs	(2)	(4)	0
Overhead costs	800	800	730
Depreciation	0	0	0
Total operating expenditure	2,665	2,593	2,213
Revenue			
Service charges	13	13	0
User fees	0	0	0
Financial contributions	150	150	50
Total activity revenue	163	163	50
Net cost of service - surplus / (deficit)	(2,502)	(2,430)	(2,163)
Capital Expenditure	0	0	0
Debt Repayment	21	23	0
Capital and Debt Repayment	21	23	0
Total other funding required	(2,523)	(2,453)	(2,163)
Other funding provided by			
General Rate	2,178	2,118	2,063
Environment Protection Rate	70	178	100
Reserves & future surpluses	275	156	0
Total Other funding	2,523	2,453	2,163



Key assumptions - Sustainable Development

Assumption	Description	Confidence (High, Med, Low)	Consequence of error in assumption																														
Resource Consents legal challenges	Council's consultative processes will minimise any likelihood of consent applications for infrastructure development proceeding to the Environment Court. Resource Management Amendment Act 2005 encourages more comprehensive Council level hearings processes, therefore reducing Environment Court challenges. More challenges are likely to 'non-notification' as the appeal process is now to the Environment Court, not the High Court. This is a more accessible and cost-effective process.	Medium	Higher than expected incidences of legal challenges will result in greater than forecast expenditure.																														
Resident population growth	The District's population is expected to grow by 19.1% between 2006 and 2016. The number of households will increase by 20.1% over the same period.	High	Significant differences between forecast population and household growth and actual outturns would result in Council failing to provide appropriate and cost-effective levels of service to communities.																														
SmartGrowth participation	Council's SmartGrowth partners remain committed to the implementation of the Plan, according to the timetable of actions adopted by the partners.	High	Without the commitment of Council's strategic partners to the adopted SmartGrowth principles, planning for the expected growth in the District would be less effective.																														
Inflation projections - Sustainable Development	<p>Financial projections within the Sustainable Development group of activities have been calculated by applying the following inflation factors to costs:</p> <table border="1"> <thead> <tr> <th></th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Staff Inflation</td> <td>2.5%</td> <td>2.4%</td> <td>2.2%</td> <td>2.0%</td> <td>1.8%</td> <td>1.7%</td> <td>1.5%</td> <td>1.3%</td> <td>1.3%</td> </tr> <tr> <td>Other Inflation</td> <td>3.1%</td> <td>3.0%</td> <td>2.6%</td> <td>2.5%</td> <td>2.3%</td> <td>2.1%</td> <td>1.8%</td> <td>1.7%</td> <td>1.6%</td> </tr> </tbody> </table> <p>It is assumed that 58% of operating costs will be affected by the Staff Inflation factor, and 42% of operating costs will be affected by the Other Inflation factor.</p>		2008	2009	2010	2011	2012	2013	2014	2015	2016	Staff Inflation	2.5%	2.4%	2.2%	2.0%	1.8%	1.7%	1.5%	1.3%	1.3%	Other Inflation	3.1%	3.0%	2.6%	2.5%	2.3%	2.1%	1.8%	1.7%	1.6%	Medium	If actual inflation rates vary from those assumed, costs will either be over or under-estimated. This will affect the financial projections for the activity, including the expenditure, revenue and financing requirements for this activity.
	2008	2009	2010	2011	2012	2013	2014	2015	2016																								
Staff Inflation	2.5%	2.4%	2.2%	2.0%	1.8%	1.7%	1.5%	1.3%	1.3%																								
Other Inflation	3.1%	3.0%	2.6%	2.5%	2.3%	2.1%	1.8%	1.7%	1.6%																								

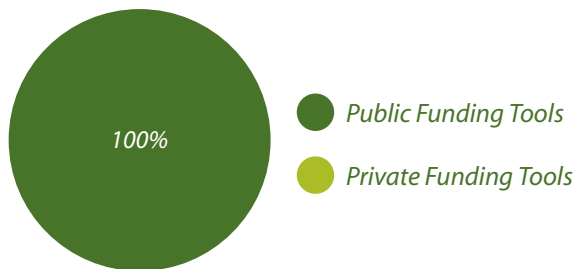
Revenue and Financing Policy - Policy and Planning

Rationale for choice of revenue and financing tools

Public benefits identified	Private benefits identified	Other considerations
<p>Policy, monitoring and planning services are undertaken to enable Councillors to make informed decisions for the benefit of the community as a whole, not individuals.</p> <p>Individuals cannot exclude themselves from this service, and Council could not exclude them if they refused to pay for it.</p> <p>An individual using this service does not reduce the opportunity for another to use it.</p>	<p>Individuals may request private plan changes to the District Plan. Applicants would receive a private benefit from this service, and it is possible and practical to charge them a fee to recover the costs of this service.</p>	<p>Council's Strategic and District Planning activities guide Council's high-level, long-term vision and plans. To this extent, these activities provide inter-generational benefits.</p> <p>No exacerbator was identified for this activity.</p>

Funding targets

Policy and Planning



Financing sources

N/A

Revenue sources

General Rates	Policy and planning (all expenditure)
Cost recovery on private plan changes	
Ecological Financial Contributions	Environmental monitoring

For further details of Council's rating tools, refer to the Funding Impact Statement within the Financial Summaries and Statements section.

Revenue and Financing Policy - Infrastructure Planning

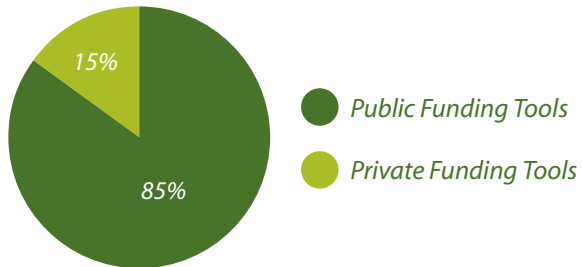
Scope of Policy: This policy applies to large one-off projects, in response to Council's infrastructure development priorities. It may include Structure Plans, investigations undertaken prior to commitment on large projects, and feasibility studies.

Rationale for choice of revenue and financing tools

Public benefits identified	Private benefits identified	Other considerations
<p>Infrastructure investigations and feasibility studies are undertaken to provide Council with information for decision-making. At the planning stage, it is not always possible to identify individuals or groups who will benefit from the activity. In such cases:</p> <ul style="list-style-type: none"> - Benefits do not accrue to identifiable individuals. - Individuals cannot exclude themselves from the planning activity. - Council could not stop individuals from benefiting from the planning if they refused to pay for it. <p>Third party benefits also result from information gathering and knowledge gained during investigations.</p>	<p>During investigations into water, wastewater and stormwater infrastructure, development, design and planning work is undertaken in order to provide Council with information on which to make its decisions.</p> <p>If a project eventually goes ahead, some design work will have been done, and consents obtained. This may provide a private benefit to the future users of the water and wastewater scheme, and to groups of ratepayers in the case of stormwater investigations.</p> <p>For other infrastructure planning projects, it may be possible to identify individuals who benefit from the resulting development depending on the type of project being investigated; for example, boat ramps have identifiable users.</p> <p>However, if a project does not go ahead, no private benefit can be identified.</p>	<p>Central government funding may be available to fund certain infrastructure investigations. The Bay of Plenty Regional Council may fund particular projects through its Environmental Enhancement Fund.</p> <p>These activities could include the application for resource consents. To the extent that the costs of such applications and consents are capitalised, it could be considered that this activity delivers an intergenerational benefit.</p> <p>No exacerbator for this activity was identified.</p>

Funding target

Infrastructure Planning



Financing sources

60% Environmental Protection Rate.

All expenditure on wastewater investigations

40% loan funded to be recovered by Uniform Annual Charges over area of benefit of future wastewater scheme.

Revenue sources

General Rates and Uniform Annual General Charges

For all expenditure on water and stormwater investigations.

Service charges, General rates, Area of Benefit rates, other rating tools

For expenditure on other infrastructure planning, funding will be assessed on a project-by-project basis.

For further details of Council's rating tools, refer to the Funding Impact Statement in the Financial Summaries and Statements section
