

## *Part II: The Council Plan*

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- *Strategies*
- *Policies and Statements*
- *Financial Information*
- *Appendices*



# Council Plan overview

## What does the Council Plan tell us?

The Council Plan makes up the second part of the Long Term Plan. It is Council's main strategic and financial planning document and has three main purposes. **Firstly**, it sets out what Council will do to help achieve Community Outcomes, as summarised below.

Groups of Council activities	Community Outcomes				
	Healthy and safe lifestyle	Vibrant and welcoming communities	Effective, informed and inclusive leaders	Clean, green and valued environment	Thriving economy
Representation	○	○	●	○	○
Sustainable development	○	●	●	○	●
Communities	○	○	○		
Recreation and leisure	●	○		○	
Regulatory	●	○		○	
Transportation	●			○	●
Water supply	●			○	●
Stormwater	●				○
Economic		○			○
Natural environment				●	
Waste	●			●	○

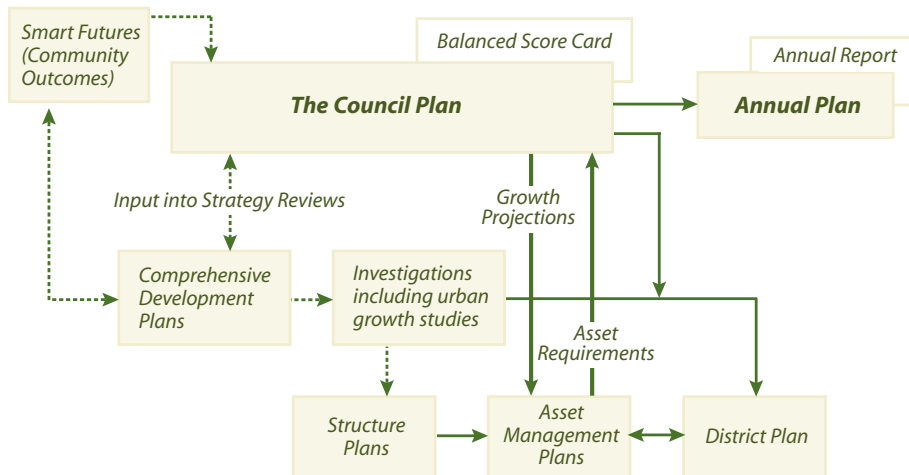
- This group of activities makes a primary contribution to the Community Outcome.
- This group of activities makes a secondary contribution to the Community Outcome.

**Secondly**, the plan sets Council's strategic priorities for the next 10 years which feed into a number of other Council planning processes, as outlined in Council's Planning Framework, below.

**Thirdly**, the plan provides the community with important information on each group of activities, such as:

- What Council will do over the next 10 years.
- How it will do it.
- What it will cost.
- How it will be funded.
- How Council will measure its performance.

**Council's Planning Framework**



**How is the Council Plan set out?**

The Council Plan is divided into three main sections.

The COUNCIL ACTIVITIES section is the main part of the plan. It provides detailed strategies and actions, performance measures, level of service and financial information for each group of activities undertaken by Council. An index to this section is provided on page 41, and a guide to the layout of this section of the plan is provided on pages 35-40.

The POLICIES AND STATEMENTS section lists Council's general policies and statements, together with specific rating and financial policies.

The FINANCIAL INFORMATION section contains detailed consolidated financial and rating information and statements of accounting policies.

## *A guide to the layout of the Council Activities section of the Council Plan*

*In the COUNCIL ACTIVITIES section of the plan, information for each group of activities follows a standard format, as explained below.*

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### *Overview*

*This section provides an overview of the strategic direction for the group of activities over the next 10 years.*

### *10 Year Programme Highlights*

*Where relevant, key projects and processes scheduled to be undertaken over the next 10 years for each group of activities.*

### *What Council wants to achieve*

*Council's desired outcomes for the group of activities. Council Outcomes express what Council wants to achieve through the delivery of a particular group of activities.*

### *Why Council wants to achieve this*

*A summary of reasons why Council wants to achieve its stated outcomes. This will include linkages to COMMUNITY OUTCOMES and relevant statutory requirements.*

### *Activities in this strategy*

*List of activities included in the group of activities.*

### *Significant negative effects associated with these activities*

*Negative effects that may occur due to Council delivering any activities within the group of activities.*

## How Council will achieve this

### Outcome

#### Council's Outcome Statement

**1.1 Strategy statement** - explains HOW Council will achieve its stated outcomes.

*Council's role:* - Council's role in delivering a particular strategy.

#### Definition of Council's roles

**Lead agency** - Council is the principal decision-making authority.

**Partner** - Council will fund and carry out activities in formal partnership (including contracts) with other agencies.

**Facilitator** - Council will encourage others to be involved by bringing together interested parties.

**Advocate** - Council will promote the interests of the community to other decision-making authorities.

**Research and Monitoring** - Council will undertake research and monitoring in order to promote informed decision-making.

*Links to other Council Strategies* - List of relevant Council strategies contained in other parts of the Council Plan, i.e. included in other groups of activities.

## How Council will track progress

### The Western Bay Balanced Scorecard

The Western Bay Balanced Scorecard is a performance measurement system that links Council's Outcomes to measurable actions.

The system identifies performance measures to monitor progress towards Council Outcomes. Targets clearly identify what is to be achieved and when.

The measures are designed to monitor what is actually being done and the level of customer satisfaction. This provides a balanced perspective to ensure we are on the right track. Results from the performance measures are collated, analysed and contained in Council's Annual Report and other strategic monitoring reports.

The model illustrates the integration of Council's strategic areas to help achieve the community's environmental, social and cultural, and economic outcomes.



### How Council will track progress (continued)

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				
			2007	2008	2009	2012	2016
<b>List of Council Outcomes</b>	<b>Key Performance Measure:</b> Key measure(s) to assess Council's progress towards the achievement of all Council Outcomes - i.e. performance measures are not provided for each outcome statement.						
	<b>Key Resident Measure:</b> Key measure(s) to assess residents' satisfaction with Council's performance.						

Levels of service	Performance measures	Base	Targets				
			2007	2008	2009	2012	2016
Statement of Council's intended levels of service for the group of activities.	Key measures to assess progress towards intended levels of service.						

## Projected 10-year Financial Summary

A 10-year Financial Summary detailing all expenditure associated with the group of activities. It includes adjustments for inflation for 2008 and onwards.

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

Explanation of Council's expenses, which is expressed in current prices, with no adjustment for inflation.

## Council's additional asset requirements

Where relevant, a 10-year Financial Summary detailing all capital expenditure associated with additional capacity and renewal of assets.

## Key assumptions

Assumption name	Assumption description	Confidence High/Med/Low	Consequence of error in assumption
Key assumptions underpinning the development of the strategies, action plan, financials and performance measures.	Description of assumption.	An assessment of Council's confidence in the reliability of the assumption.	Assessment of implications for Council if assumptions are incorrect.

## Revenue and Financing Policy

Statement of who will pay for the activity, why and how they will be charged.

### Scope of policy

This section defines the scope or limitation of the Revenue and Financing Policy, and identifies the activities or projects to which the policy applies. This section only appears where there are several revenue and financing policies relating to a group of activities. Where the Revenue and Financing Policy relates to the entire Council activity group, no description is needed.

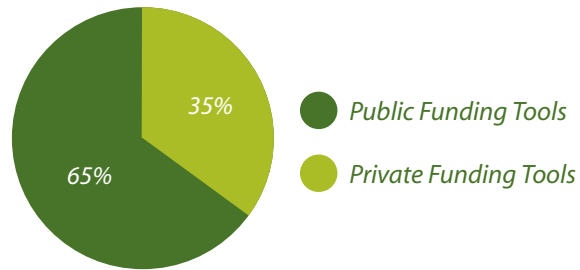
The Community Outcomes to which the activity contributes are not repeated here because they are shown elsewhere in the document.

### Rationale for choice of revenue and financing tools

Public benefits identified	Private benefits identified	Other considerations
<p>Public benefits of the activity, as identified by Council, are listed here, in accordance with s101 (3)(a)(ii) of the Local Government Act 2002.</p> <p>Public goods generally have one or more of the following characteristics:</p> <ul style="list-style-type: none"> <li>- Benefits accrue to individuals or groups of people that cannot be identified.</li> <li>- Additional users of the service have little or no effect on the cost of delivering the service.</li> <li>- Consumption of a service by an individual benefits the community as a whole (also known as merit goods).</li> </ul> <p>An individual may value the provision of a service even if they do not use it themselves (often called option values).</p>	<p>Private benefits of the activity, as identified by Council, are listed here, in accordance with s101 (3)(a)(ii) of the Local Government Act 2002.</p> <p>Private benefits usually have the following characteristics:</p> <ul style="list-style-type: none"> <li>- Users can be identified at the time they receive the benefit,</li> <li>- Users can exclude themselves from receiving the service if they wish,</li> <li>- Council could withhold the service if users refused to pay for it.</li> </ul>	<p>Other matters that Council took into account when choosing its funding sources are listed here, in accordance with sections 101 (3)(a)(iii), (iv) and (v) of the Local Government Act 2002.</p>

## Funding targets

### Example activity



This graph illustrates the outcome of Council's consideration. It shows the balance Council chose between private and public funding tools.

#### **Public funding (District-wide)**

General Rates and Uniform  
Annual General Charges (UAGCs)  
Environmental Protection Rate  
Roading Rate and Uniform  
Annual Charges (UACs)  
Investment income

#### **Public funding (local)**

Area of Benefit rates and  
Uniform Annual Charges

#### **Private funding**

User fees  
Connection charges  
Metered charges  
Application fees  
Registration fees  
Entry fees  
Targeted rates and Uniform  
Annual Charges  
Financial contributions

#### **Exacerbator component**

Fines and penalties  
Financial contributions

### Financing sources

Council's choices of financing tools are listed here, together with any explanatory notes.

### Revenue sources

Council's choices of revenue tools are listed here, together with any explanatory notes.

# Council Activities index

<b>Strategic perspective</b>	<b>Group of activities</b>	<b>Council activities</b>	<b>Pages</b>
<b>Leadership</b>	<i>Representation</i>	<i>Subregional, District and community representation, financial planning.</i>	<i>43-53</i>
	<i>Sustainable development</i>	<i>Strategic planning and monitoring, resource management planning, infrastructure planning.</i>	<i>55-66</i>
<b>Building communities</b>	<i>Communities</i>	<i>Community development, emergency management, information centres (including libraries), community facilities (cemeteries, halls).</i>	<i>67-91</i>
	<i>Recreation and Leisure</i>	<i>Recreation reserves and facilities, coastal and marine structures.</i>	<i>93-114</i>
	<i>Regulatory</i>	<i>Resource consents, building and health services, animal control, compliance, regulatory services.</i>	<i>115-128</i>
	<i>Transportation</i>	<i>Network optimisation and development, environmental mitigation, transport health and safety, modal choice and mobility.</i>	<i>129-150</i>
	<i>Water supply</i> <i>Stormwater</i>	<i>Council water supply.</i> <i>Stormwater network (including Waihi Beach Coastal Protection).</i>	<i>151-166</i> <i>167-183</i>
<b>Protecting the environment</b>	<i>Natural environment</i>	<i>Environmental protection.</i>	<i>185-194</i>
	<i>Waste</i>	<i>Wastewater, solid waste.</i>	<i>195-231</i>
<b>Supporting our economy</b>	<i>Economic</i>	<i>Economic development, land drainage.</i>	<i>233-248</i>

