



REPRESENTATION

REPRESENTATION

OVERVIEW

The Representation Strategy underpins Council's democratic processes and provides the community and the organisation with leadership and direction. The Strategy informs decisions about our representation arrangements, for example, the number of wards and their boundaries, community boards and number of Councillors.

As our communities become increasingly diverse the need for effective representation and participation in decision making becomes even more important. The Representation Strategy, particularly the goals and approaches within it, reflects a desire for greater participation in local government by residents and, most especially, in matters that have the potential to affect their lives and communities.

Since our last LTP we've made some changes to the makeup of Council to better represent our electorate. In 2013 we moved from having five wards to three (Kaimai Ward, Katikati-Waihi Beach Ward, and Maketu-Te Puke Ward), and from twelve Councillors to eleven. This allows for fairer and more effective elected representation as each elected member will represent approximately the same number of people within their Ward. We still have five community boards representing Omokoroa, Katikati, Waihi Beach, Te Puke and Maketu.

The settlement of Treaty of Waitangi (Tiriti o Waitangi) claims in the District is expected to change the economic landscape over the next few years. We will continue to strengthen our relationships with iwi and hapu and emerging leadership structures so that opportunities for collaboration and partnership are developed for the benefit of the whole community.

We're looking to strengthen relationships between Council and Tangata Whenua. Te Komiti Māori, which provided mainly for iwi representation, has been replaced with two Partnership Forums, one representing Tauranga Moana (the Western part of the district) and one representing Te Arawa (the Eastern part of the district). The new model is intended to better enable whole of District representation at iwi and hapu level. The next step will be to develop an advisory panel which will provide Māori perspectives and expertise to Council on a particular topic or policy development project.

Recent changes to the Local Government Act (2002) may also affect our representation arrangements. The changes encourage more collaboration and shared services between local authorities. This has paved the way for amalgamations of local authorities. The Auckland Super City is now entrenched, and in late 2014 the Local Government Commission recommended that the Wellington's nine councils be united as one entity. The Bay of Plenty region may be considered for future amalgamation.

Our region is unique in that it has already developed a number of initiatives to encourage a collaborative response to improve the well-being of its residents. For example, the SmartGrowth initiative is a shared response to managing growth in the western Bay of Plenty sub-region.

Going forward we want to ensure that our District has the most effective local government structure in place. Thus we have a role in ensuring the community has a say about their preferred structure of local government and preparing for any change that may occur.

OUR REPRESENTATION STRATEGY INCLUDES:

- The leadership and direction provided to the organisation and wider community by the Mayor, Councillors and community boards
- The advisory role provided by the Partnership Forums offering Tangata Whenua perspectives on issues and making recommendations to Council and its committees
- The support provided to Council and its committees by the democracy services activity.

WHAT WE PROVIDE

REPRESENTATION IS PROVIDED BY:



1 MAYOR



5 COMMUNITY BOARDS



11 COUNCILLORS



2 PARTNERSHIP FORUMS

Comprising iwi and hapu representatives



Participation in a range of
**COMMUNITY ORGANISATIONS,
BOARDS &
CO-GOVERNANCE STRUCTURES**
within the Western Bay of Plenty District

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Leaders are informed by the views of residents to make effective decisions which improve our communities and environment, now and for the future.

OUR GOALS

- We have effective representation arrangements for our communities.
- We engage with our communities, listen well, lead effectively and make well informed decisions.
- We actively seek and consider the full range of residents' views on our plans, policies and projects.
- We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.
- Our strategic relationships at all levels are maintained and strengthened.
- Our financial management is prudent, effective and efficient.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
We have effective representation arrangements for our communities.	<ul style="list-style-type: none"> • Consider options relating to the future structure of this Council. • Enable citizens to elect their representatives every three years. 	<p>Lead</p> <p>Lead</p>
We engage with our communities, listen well, lead effectively and make well informed decisions.	<ul style="list-style-type: none"> • Hold Council meetings in communities more often, where appropriate. • Increase Councillor presence in communities by increasing the number of Councillor facilitated meetings. • Increase Councillor participation in community organisations, boards and co-governance structures. • Provide opportunities for elected members to strengthen their leadership and governance skills. 	<p>Lead</p> <p>Lead</p> <p>Lead</p> <p>Lead</p>
We actively seek and consider the full range of residents views on our plans, policies and projects.	<ul style="list-style-type: none"> • Offer communities a wide range of opportunities to participate in our processes and decisions. • Effectively communicate the ways that our communities can connect with us and participate in matters that affect them. • Regularly engage with residents about upcoming decisions and communicate the outcomes of these decisions. • Listen to and consider the range of views communicated to make better decisions. • Better understand and improve the ways in which decisions are informed by the range of views communicated to us. • Engage with the community to develop, consult on and implement an Annual Plan and Long Term Plan in line with the requirements of the Local Government Act 2002. 	<p>Lead</p> <p>Lead</p> <p>Lead</p> <p>Lead</p> <p>Lead</p> <p>Lead</p>

GOAL	OUR APPROACH	OUR ROLE
We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.	<ul style="list-style-type: none"> • Provide for the on-going involvement of Tangata Whenua in our decision-making. • Strengthen relationships with iwi and hapu by identifying and supporting agreed projects that will better meet the needs of Tangata Whenua. • Provide opportunities for elected members to increase their knowledge of the Treaty of Waitangi, tikanga Māori and te reo Māori. 	<p>Partner</p> <p>Partner</p> <p>Partner</p>
Our strategic relationships at all levels are maintained and strengthened.	<ul style="list-style-type: none"> • Represent and advocate for our District at local, SmartGrowth, regional and central government committees, networks and forums. 	<p>Lead</p>
Our financial management is prudent, effective and efficient.	<ul style="list-style-type: none"> • Exercise prudence at all times and ensure decisions are based on sound financial information. • Develop and review financial policies to give effect to our strategic intent and to ensure legislative compliance. • Develop and review revenue and financing policies in conjunction with strategy reviews. 	<p>Lead</p> <p>Lead</p> <p>Lead</p>

WHAT WE ARE PLANNING TO DO

All information from 2017- 2025 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	\$'000									
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
236801	Representation Review - Triennially	15	-	-	16	-	-	18	-	-	20
250401	Triennial Elections	25	157	2	27	170	2	29	186	3	33
284801	Elected Members induction	-	31	-	-	33	-	-	37	-	-
296101	Recruitment of CEO	-	-	-	54	-	-	-	-	63	-
315901	*Waihi Beach Community Board Grants	6	6	6	6	7	7	7	7	8	8
316001	*Katikati Community Board Grants	8	8	8	9	9	9	9	10	10	10
316101	*Omokoroa Community Board Grants	5	5	5	5	6	6	6	6	6	7
316201	*Te Puke Community Board Grants	11	11	12	12	12	13	13	13	14	14
316301	*Maketu Community Board Grants	5	5	5	5	6	6	6	6	6	7

*These community board grants are budgeted by the respective Community Boards and approved by Council.

MAJOR PROJECTS PLANNED FOR 2015 - 2025

- Undertake projects to improve develop and consolidate the relationship between Council and the community, including providing improved opportunities for residents to participate in our processes and for the range of views expressed to Council to better inform decision-making.
- Undertake projects to strengthen relationships between Council and Tangata Whenua.
- Work with Tangata Whenua to explore the implications of Treaty settlements for Council and Tangata Whenua.

HOW OUR PLANS HAVE CHANGED

The timing and costs of some of our projects have been updated since we adopted our 2012 - 2022 Long Term Plan (LTP).

To see how our plans have changed click [here](#) for the complete list of the projects/programmes that have been revised or alternatively visit our website www.westernbay.govt.nz.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME

Leaders are informed by the views of residents to make effective decisions which improve our communities and environment, now and for the future

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2014	2016	2017	2018	2019 - 21	2022 - 25
<p>We have effective representation arrangements for our communities.</p> <p>We engage with our communities, listen well, lead effectively and make well informed decisions.</p> <p>We actively seek and consider the full range of residents' views on our plans, policies and projects.</p>	<p>Percentage achievement in the financial performance index which monitors Council's financial stewardship.</p> <p><i>(the index monitors Council's financial trends and level of compliance with 5 key treasury ratios. 100% is total compliance).</i></p>	100%	100%	100%	100%	100%	100%
	<p>Level of satisfaction with representation provided by Councillors and Community Boards members:</p> <ul style="list-style-type: none"> • Community • Māori 	NO SURVEY	No survey	≥70%	No survey	≥75%	≥80%
<p>We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.</p> <p>Our strategic relationships at all levels are maintained and strengthened.</p>	<p>Level of Māori satisfaction with representation provided by the Partnership Forums (Te Arawa - East and Tauranga Moana - West).</p>	NO SURVEY	No survey	≥55%	No survey	≥60%	≥60%
<p>Our financial management is prudent, effective and efficient.</p>	<p>Percentage of residents confident that Council makes decisions that are in the best interest of the District.</p>	56%	No survey	≥60%	No survey	≥60%	≥60%
	<p>Percentage movement in total rates income (after allowance for growth).</p>	5.8%	≤5%	≤7%	≤7%	≤7%	≤7%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

WHAT WE PROVIDE	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2014	2016	2017	2018	2019 - 21	2022 - 25
Representation will be provided by: <ul style="list-style-type: none"> • 1 Mayor • 11 Councillors • 5 Community Boards • 2 Partnership Forums 	Number of meetings held per annum:						
	• Council based on 6 weekly cycle.	13	≥8	≥8	≥8	≥8	≥8
	• Community Boards based on 6 weekly cycle.	8	≥8	≥8	≥8	≥8	≥8
	Partnership Forum based on quarterly meeting cycle.	7	≥2	≥2	≥2	≥2	≥2
	Percentage attendance of elected members (Councillors and Mayor) at Council and Committee meetings.	84%	≥80%	≥80%	≥80%	≥80%	≥80%
	Percentage attendance of Community Board members at Community Board meetings.	91%	≥80%	≥80%	≥80%	≥80%	≥80%
	Level of compliance with statutory timeframes.	100%	100%	100%	100%	100%	100%
Council will engage with communities about decisions that impact on their community.	Level of community satisfaction with the opportunities to participate in decision making.	NO SURVEY	No Survey	≥60%	No Survey	≥70%	≥75%
	Number of Council Committee meetings held in the community.	2	≥4	≥4	≥4	≥4	≥4
Finances will be managed to comply with the limits identified in the Treasury Policy.	Interest expense on external debt as a percentage of rates revenue (Maximum identified in Treasury Policy is 25%).	17%	≤25%	≤25%	≤25%	≤25%	≤25%
	Liquidity ratio - this ratio monitors Council's ability to pay all current liabilities if they became due immediately.	122%	≥110%	≥110%	≥110%	≥110%	≥110%
	Percentage of net external debt to total revenue.	183%	≤200%	≤190%	≤180%	≤180%	≤180%
Council will be financially prudent in the management of rates levied.	The percentage of District rates income not spent or committed at the end of the financial year.	2.9%	≤2%	≤2%	≤2%	≤2%	≤2%

KEY ASSUMPTIONS

ASSUMPTION	DESCRIPTION	RISK
Election cycle	Triennial elections are held; by-elections as required.	If many by-elections were needed operating expenditure would increase.
Representation review	Review of representation undertaken at least every six years, with the next review to be held in 2018.	If representation reviews were undertaken more frequently operating costs would increase.
Council committee structure	We have seven committees, two Partnership Forums and full Council.	Changes to the number of committees may impact on operating costs of governance support services.
Joint committee structure	Existing Joint Committees continue to operate: <ul style="list-style-type: none"> • SmartGrowth Implementation Committee • Joint Tauranga City Council/Western Bay of Plenty District Council Governance Committee • Joint Road Safety Committee • Regional Transport Committee • Bay of Plenty Civil Defence Emergency Management Group • Rates Postponement Project Joint Committee • Western Bay Moana Rural Fire Authority. 	<p>If some joint committees ceased there could be a reduced understanding by other councils and organisations of how we operate.</p> <p>Changes to the number of joint committees may impact on operating costs of governance support services.</p>
Elected members' expenses and general remuneration	No change to the Elected Members' Expenses Policy approved by the Remuneration Authority. Elected members' remuneration is reviewed annually by the Remuneration Authority and distributed through salaries.	Changes to elected members' expenses policy could result in higher or lower expense claims, increasing operating costs.
Elected members' remuneration for Statutory Hearings	Remuneration for elected members' attendance at Statutory Hearings under the Resource Management Act 1991 is assumed at 40 days per year.	If more Statutory Hearings are required elected members' costs would increase but this would be partially met by the consent applications fees.
Legislative environment	The legislative environment governing Local Government, rating, public finance and resource management remains as it is presently.	If legislation significantly changes, processing times and operating expenses could increase as systems and policies may require change as a result.

ASSUMPTION	DESCRIPTION	RISK
Amalgamation	The Western Bay of Plenty District Council remains a separate entity, and no amalgamation proposal is put in (or amalgamation is not completed) during this Long Term Plan timeframe.	If amalgamation does occur this would require substantial review of all planned actions and projects.
Public reporting standards	Accounting standards and public reporting requirements do not significantly change (International Financial Reporting standards; New Zealand Chartered Accountants Code of Ethics).	If standards change significantly, operating costs may increase because systems would require modifications to produce the information in a new format.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	<ul style="list-style-type: none"> + Improved ability for the public to participate and influence our decision-making. + Research indicates that improved control over and participation in decision-making reduces a range of social issues for disadvantaged groups. + Working with local, sub-regional, regional and national networks and agencies is vital in keeping informed and advocating for the needs of our District. 	<ul style="list-style-type: none"> - Lack of knowledge and/or interest in our activities and processes present barriers to residents participating in and influencing our decision-making. - The views expressed by the public are not always in agreement with each other which can mean some residents become dissatisfied, believing that their views have not been taken into account. - Working with other agencies can be time-consuming and the outcomes are not always tangible. 	<ul style="list-style-type: none"> • Efforts are made to ensure all groups are informed and have the opportunity to participate. • Projects will be undertaken to improve public participation and influence over our decision-making. • Council meetings will be held in the community to encourage local community attendance. • Selective involvement in a range of local, sub-regional, regional and national networks.
Environmental	<ul style="list-style-type: none"> + Effective representation ensures our decision-making protects and improves the environment. 	<ul style="list-style-type: none"> - None identified. 	<ul style="list-style-type: none"> • Leadership and governance training for Councillors.
Economic	<ul style="list-style-type: none"> + Slowing growth and our continued recovery from the economic recession makes financial prudence paramount. 	<ul style="list-style-type: none"> - Increased costs of providing more opportunities for the public to participate. 	<ul style="list-style-type: none"> • Continually monitoring costs and endeavouring to balance the amount and type of engagement we undertake with the costs of engagement processes.
Cultural	<ul style="list-style-type: none"> + Provision for Tangata Whenua representation, for example through the Partnership Forums. + Increased opportunities for co-governance and co-management of assets. 	<ul style="list-style-type: none"> - Our formal processes for decision-making and consultation may unintentionally discourage minority and disadvantaged groups within the community from taking part. - The perception of many Tangata Whenua that there is insufficient Māori representation in Council. 	<ul style="list-style-type: none"> • A variety of engagement methods are considered when formulating consultation plans for major projects. • We work with Tangata Whenua on projects and ensure we meet Treaty of Waitangi (Tiriti o Waitangi) obligations. • We provide training for Councillors in the Treaty of Waitangi (Te Tiriti o Waitangi), tikanga Māori and te reo Māori. • We use Council's recently developed Tangata Whenua engagement guidelines.

SUMMARY FINANCIAL FORECAST

REPRESENTATION

All information from 2017-2025 includes an annual adjustment for inflation

FOR THE YEARS ENDED 30 JUNE	ACTUAL	BUDGET	FORECAST									
	\$'000	\$'000	\$'000									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Analysis of expenditure by activity												
Representation	2,544	2,419	2,943	3,214	3,123	3,285	3,466	3,361	3,497	3,781	3,748	3,832
Total operating expenditure	2,544	2,419	2,943	3,214	3,123	3,285	3,466	3,361	3,497	3,781	3,748	3,832
Analysis of expenditure by class												
Direct costs	1,642	1,465	1,671	1,876	1,748	1,885	2,036	1,883	1,980	2,212	2,115	2,166
Overhead costs	891	948	1,264	1,331	1,365	1,392	1,423	1,468	1,509	1,562	1,622	1,657
Depreciation	11	6	8	7	10	8	7	10	9	7	11	9
Total operating expenditure	2,544	2,419	2,943	3,214	3,123	3,285	3,466	3,361	3,497	3,781	3,748	3,832
Revenue												
Community Board/Roading rates	521	537	388	418	449	460	473	486	500	515	532	550
Other income	92	-	-	77	-	-	83	-	-	91	-	-
Total revenue	613	537	388	495	449	460	556	486	500	607	532	550
Net cost of service - surplus/(deficit)	(1,931)	(1,882)	(2,555)	(2,719)	(2,675)	(2,825)	(2,910)	(2,875)	(2,997)	(3,174)	(3,216)	(3,282)
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Total other funding required	(1,931)	(1,882)	(2,555)	(2,719)	(2,675)	(2,825)	(2,910)	(2,875)	(2,997)	(3,174)	(3,216)	(3,282)
Other funding provided by												
General rate	2,082	1,943	2,555	2,719	2,675	2,825	2,910	2,875	2,997	3,174	3,216	3,282
Reserves and future surpluses	(151)	(61)	-	-	-	-	-	-	-	-	-	-
Total other funding	1,931	1,882	2,555	2,719	2,675	2,825	2,910	2,875	2,997	3,174	3,216	3,282

WHERE THE MONEY COMES FROM

REPRESENTATION

COMMUNITY OUTCOME

Leaders are informed by the views of residents to make effective decisions which improve our communities and environment, now and for the future.

GOALS

- Effective representation arrangements for our communities.
- We engage with our communities, listen well, lead effectively and make well informed decisions.
- We actively seek and consider the full range of residents' views on our plans, policies and projects.
- We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.
- Strategic relationships at all levels are maintained and strengthened.
- Financial management is prudent, effective and efficient.

DISCUSSION / RATIONALE

The whole of the District benefits from the representation provided by elected members, while residents of each Community Board area also benefit from having a Community Board.

Resource consent hearings

Consent applicants receive a private benefit when the Regulatory Hearing Committee hears resource consent applications, although it is recognised that the purpose of the Committee is to provide a democratic process for the benefit of the public. No inter-generational benefits have been identified. No exacerbator has been identified.

FUNDING APPROACH

The General Rate and Uniform Annual General Charge fund elected members' expenditure. Community Board rates (a fixed charge per property) fund Community Boards. Targeted rates (a fixed charge per property) over the area of benefit may fund particular community development projects.

Resource consent hearings

Fees and charges to fund up to 25% of the cost of elected members' expenses are charged to the consent applicant. General Rates fund the balance.

Funding sources - Representation 2015/16

