

---

CHAPTER THREE

03

Council activities





# CHAPTER THREE

<i>Leadership</i>		Transportation	202
Representation	111	Water supply	222
Planning for the future	121	Stormwater	233
<i>Building Communities</i>		<i>Protecting the environment</i>	
Communities strategy	134	Natural Environment	248
• Community building	138	Waste - wastewater	257
• Libraries and service centre	147	Waste - solid waste	270
• Community facilities	154	<i>Supporting our economy</i>	
• Civil defence and emergency management	164	Economic	283
Recreation and leisure	170	<i>Support services</i>	
Regulatory services	186	Support Services	295

<i>Leadership</i>	
Representation	111
Planning for the future	121

*Building Communities*

Communities strategy	134
• Community building	138
• Libraries and service centre	147
• Community facilities	154
• Civil defence and emergency management	164

Recreation and leisure	170
------------------------	-----

Regulatory services	186
---------------------	-----

Transportation	202
----------------	-----

Water supply	222
--------------	-----

Stormwater	233
------------	-----

*Protecting the environment*

Natural Environment	248
---------------------	-----

Waste - wastewater	257
--------------------	-----

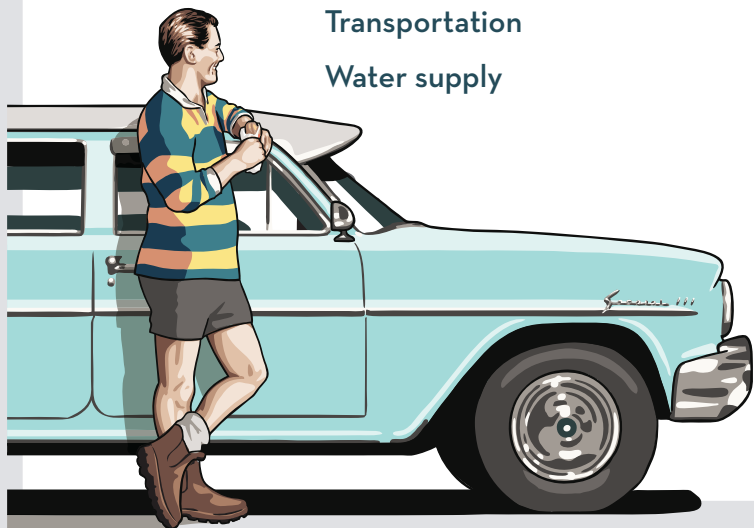
Waste - solid waste	270
---------------------	-----

*Supporting our economy*

Economic	283
----------	-----

*Support services*

Support Services	295
------------------	-----



# REPRESENTATION

# REPRESENTATION

## OVERVIEW

This Strategy has two areas of focus. It includes both running the process to provide the District with a democratically elected Mayor, councillors and community board members and the governance of the District by these elected members. This involves the organising and preparation of Council meetings, organising civic events such as citizenship ceremonies. The Strategy also includes the combined Partnership Forum and collaborative processes with other councils.

As our communities become increasingly diverse, the need for effective representation and participation in decision making becomes more important. The strategy reflects a desire by residents for greater participation in local government and in matters that affect their lives and communities.

We continue to have three wards (Kaimai Ward, Katikati-Waihi Beach Ward, and Maketu-Te Puke Ward), a Mayor, and eleven councillors. We still have five community boards representing Omokoroa, Katikati, Waihi Beach, Te Puke and Maketu.

Council will review these arrangements through its representation review in 2018 and may need to update the strategy to reflect any changes that come through during this process.

We will continue to strengthen relationships with iwi and hapū and develop emerging leadership structures, so that opportunities for collaboration and partnership continue for the benefit of the whole community.

In the past we have had Te Kōmiti Māori and the Partnership Forums operating as governance forums involving iwi, hapū and Council. This triennium we have a single Partnership Forum, representing both 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 hapū level.

In 2016, the Partnership Forum adopted Te Ara Mua - a strategic plan that identified issues of significance for iwi and hapū. Te Ara Mua outlines how Council will work with iwi and hapū to address issues of significance, and forms the basis of the work programme for the Partnership Forum.

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 (see Planning for the Future chapter).

We want to ensure that our District has the most effective local government structure in place. We need to ensure that the community has a say about the 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 Forum 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

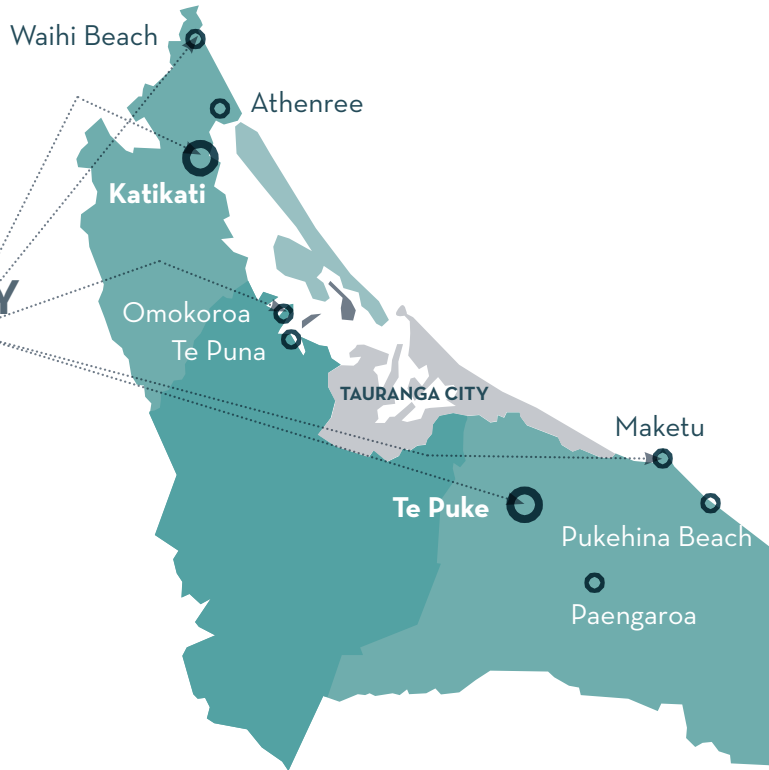
REPRESENTATION IS PROVIDED BY:



**1** MAYOR



**5** COMMUNITY BOARDS



**11** COUNCILLORS



**PARTNERSHIP FORUM**

Comprising iwi and hapū 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

Elected leaders represent the views of residents and 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.	• Consider options relating to the future structure of this Council	Lead
	• Enable citizens to elect their representatives every three years.	Lead
We engage with our communities, listen well, lead effectively and make well informed decisions.	• Hold Council meetings in communities more often, where appropriate	Lead
	• Increase councillor presence in communities by increasing the number of councillor facilitated meetings	Lead
	• Increase councillor participation in community organisations, boards and co-governance structures	Lead
	• Provide opportunities for elected members to strengthen their leadership and governance skills.	Lead



GOAL	OUR APPROACH	OUR ROLE
We actively seek and consider the full range of residents views on our plans, policies and projects.	<ul style="list-style-type: none"> <li>• Offer communities a wide range of opportunities to participate in our processes and decisions</li> <li>• Effectively communicate the ways that our communities can connect with us and participate in matters that affect them</li> <li>• Regularly engage with residents about upcoming decisions and communicate the outcomes of these decisions</li> <li>• Listen to and consider the range of views communicated to make better decisions</li> <li>• Better understand and improve the ways in which decisions are informed by the range of views communicated to us</li> <li>• 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.</li> </ul>	Lead Lead Lead Lead Lead Lead
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"> <li>• Provide for the on-going involvement of Tangata Whenua in our decision-making</li> <li>• Strengthen relationships with iwi and hapū by identifying and supporting agreed projects that will better meet the needs of Tangata Whenua</li> <li>• Provide opportunities for elected members to increase their knowledge of the Treaty of Waitangi, tikanga Māori and te reo Māori.</li> </ul>	Partner Partner Partner
Our strategic relationships at all levels are maintained and strengthened.	<ul style="list-style-type: none"> <li>• Represent and advocate for our District at local, SmartGrowth, regional and central government committees, networks and forums.</li> </ul>	Lead
Our financial management is prudent, effective and efficient.	<ul style="list-style-type: none"> <li>• Exercise prudence at all times and ensure decisions are based on sound financial information</li> <li>• Develop and review financial policies to give effect to our strategic intent and to ensure legislative compliance</li> <li>• Develop and review revenue and financing policies in conjunction with strategy reviews.</li> </ul>	Lead Lead Lead

## WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	\$'000										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
236801	Representation Review - Triennially	-	-	-	43	44	-	-	-	-	-	61
250401	Triennial Elections	203	-	-	216	-	-	239	-	-	-	257
284801	Elected Members induction	130	-	-	138	-	-	154	-	-	-	165
296101	Recruitment of Chief Executive Officer	75	-	-	-	-	83	-	-	-	-	-
315901	Waihi Beach Community Board Grants	5	5	5	5	5	6	6	6	6	6	6
316001	Katikati Community Board Grants	8	8	8	9	9	9	9	9	10	10	10
316101	Omokoroa Community Board Grants	7	7	8	9	9	10	11	12	13	13	13
316201	Te Puke Community Board Grants	11	11	11	12	12	12	13	13	13	13	13
316301	Maketu Community Board Grants	5	5	5	5	5	6	6	6	6	6	6

\*These community board grants are budgeted by the respective community boards and approved by Council.

## 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	TARGET					
		2017	2019	2020	2021	2022-24	2025-28
<p><b>We have effective representation arrangements for our communities.</b></p> <p><b>We engage with our communities, listen well, lead effectively and make well informed decisions.</b></p> <p><b>We actively seek and consider the full range of residents' views on our plans, policies and projects.</b></p> <p><b>We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.</b></p> <p><b>Our strategic relationships at all levels are maintained and strengthened.</b></p> <p><b>Our financial management is prudent, effective and efficient.</b></p>	<p><b>Key Performance Measure</b></p> <p>Percentage achievement in the financial performance index (the index monitors Council's financial trends and level of compliance with 5 key treasury ratios. Target 100% is total compliance).</p>	100%	100%	100%	100%	100%	100%
	<p><b>Key Resident Measure</b></p> <p>Level of satisfaction with representation provided by elected members:</p>						
	<ul style="list-style-type: none"> <li>• Community</li> </ul>	61%	≥70%	≥70%	≥70%	≥70%	≥70%
	<ul style="list-style-type: none"> <li>• Māori</li> </ul>	62%	≥70%	≥70%	≥70%	≥70%	≥70%
	<p><b>Supporting Measures</b></p> <p>Percentage of eligible population that votes in Local Body Elections.</p>	38.4%	No election	≥35%	No election	≥35%	≥35%
	<p>Level of satisfaction with opportunities to participate in decision making.</p>						
	<ul style="list-style-type: none"> <li>• Community</li> </ul>	56%	≥55%	≥55%	≥60%	≥60%	≥60%
	<ul style="list-style-type: none"> <li>• Māori</li> </ul>	46%	≥55%	≥55%	≥60%	≥60%	≥60%
	<p>Percentage of residents satisfied that the decisions Council has made are in the best interests of the District.</p>	New	≥60%	≥60%	≥60%	≥60%	≥60%
<p>Percentage movement in total rates income (excluding growth and inflation).</p>	2.5%	≤4%	≤4%	≤4%	≤4%	≤4%	

## HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL						TARGET	
		2017	2019	2020	2021	2022-24	2025-28		
<b>Representation will be provided by:</b> • 1 Mayor • 11 Councillors • 5 Community Boards.  <b>NOTE: this is subject to the outcome of the 2018 Representation Review.</b>	Number of meetings held per annum:								
	• Council	10	≥6	≥8	≥8	≥8	≥8	≥8	
	• Community.	6	≥6	≥8	≥8	≥8	≥8	≥8	
	Tangata Whenua governance participation	1	≥2	≥2	≥2	≥2	≥2	≥2	
	Percentage attendance of elected members (Councillors and Mayor) at Council and Committee meetings.	87.5%	≥80%	≥80%	≥80%	≥80%	≥80%	≥80%	
	Percentage attendance of Community Board members at Community Board meetings.	91.8%	≥80%	≥80%	≥80%	≥80%	≥80%	≥80%	
	Level of compliance with statutory timeframes in adopting Annual Plan / Long Term Plan and Annual Report.	100%	100%	100%	100%	100%	100%	100%	
<b>Council will engage with communities about decisions that impact on their community.</b>	Number of engagement opportunities with Elected Members held within the communities around the District.	New	≥4	≥4	≥4	≥4	≥4	≥4	
<b>Finances will be managed to comply with the limits identified in the Treasury Policy.</b>	Interest expense on external debt as a percentage of rates revenue (Maximum identified in Treasury Policy is 25%).	13.0%	≤25%	≤25%	≤25%	≤25%	≤25%	≤25%	
	Liquidity ratio - this ratio monitors Council's ability to pay all current liabilities if they became due immediately.	130%	≥110%	≥110%	≥110%	≥110%	≥110%	≥110%	
	Percentage of net external debt to total revenue.	119%	≤180%	≤180%	≤180%	≤180%	≤180%	≤180%	
<b>Council will be financially prudent in the management of rates levied.</b>	The percentage of District Rates income not spent or committed at the end of the financial year.	(0.4%)	≤2%	≤2%	≤2%	≤2%	≤2%	≤2%	

## KEY ASSUMPTIONS

	ASSUMPTION	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 and board structure	We have 8 committees, one Partnership Forum, 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"> <li>• SmartGrowth Implementation Committee</li> <li>• Joint Tauranga City Council/Western Bay of Plenty District Council Governance Committee</li> <li>• Joint Road Safety Committee</li> <li>• Regional Transport Committee</li> <li>• Bay of Plenty Civil Defence Emergency Management Group.</li> </ul>	<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 or decreasing 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 20 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.
Amalgamation	The Western Bay of Plenty District Council remains a separate entity, and no amalgamation proposal is included (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.

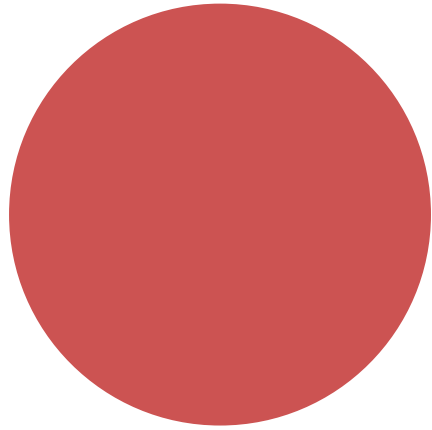
## SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

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

## WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for representation.

### FUNDING SOURCES FOR REPRESENTATION 2018/19



Representation

● 100% Rate Income