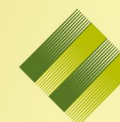


CHAPTER THREE

# COUNCIL ACTIVITIES

TE KAUNIHERA A ROHE MAI I NGA KURI-A-WHAREI KI OTAMARAKAU KI TE URU



*Western Bay of Plenty  
District Council*





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**Council activities**

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 Wastewater Omokoroa Leadership Te Kauri Village Smart Growth  
 Council Stormwater Pongakawa Planning for the future Policies  
 Tuapiro Point Elections Minden Regulatory services Te Komiti Māori  
 Citizenship ceremonies Transportation  
 Te Puna West Water supply Athenree

# REPRESENTATION

Civil defence & emergency management  
 Recreation & leisure Governance Maketu

Island View Economic Paengaroa Natural environment Te Puke  
 Community building Plummers Point Treaty of Waitangi Little Waihi  
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# REPRESENTATION

## Overview

The Representation Strategy underpins our 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.

Competent and inclusive leadership is needed to sustain our District into the future through the challenges ahead.

The short term effects of the global economic downturn have resulted in some people in our District facing financial hardship as adjustments are made to expected incomes, property values and balance sheets. For ratepayers there will be a focus on obtaining value for money, so the challenge for us will be to continue to manage our finances in a prudent and conservative way, finding smarter ways of working so that we can do more for less but still be able to respond quickly to changes in circumstances.

The Western Bay is also facing other challenges unrelated to the economic recession. The kiwifruit vine disease Psa-V threatens the largest part of our region's horticultural sector. Even though the implications of the disease are not yet fully understood, the economy will be adversely affected for several years and this will have wider implications throughout our District for growers, pack-houses, contractors, employees, commercial and industrial suppliers and the retail sector. We know that collaborative relationships will be essential as the uncertainty makes planning difficult. We will continue to work closely with the industry and our affected communities to support sustainability, resilience and community-led solutions to re-establish a solid and prosperous local economy.

The settlement of Treaty of Waitangi (Tiriti o Waitangi) claims in the region 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.

The most significant change in local government in recent times has been the amalgamation in 2010 of seven councils and the regional council in Auckland to form one authority. This has led to discussions across the country about the structure of local government.

The Bay of Plenty 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. These initiatives include SmartGrowth which is a shared response to managing growth in the western Bay of Plenty sub-region and Bay of Plenty Local Authority Shared Services (BOPLASS), a regional entity established to deliver shared services and procurement savings.

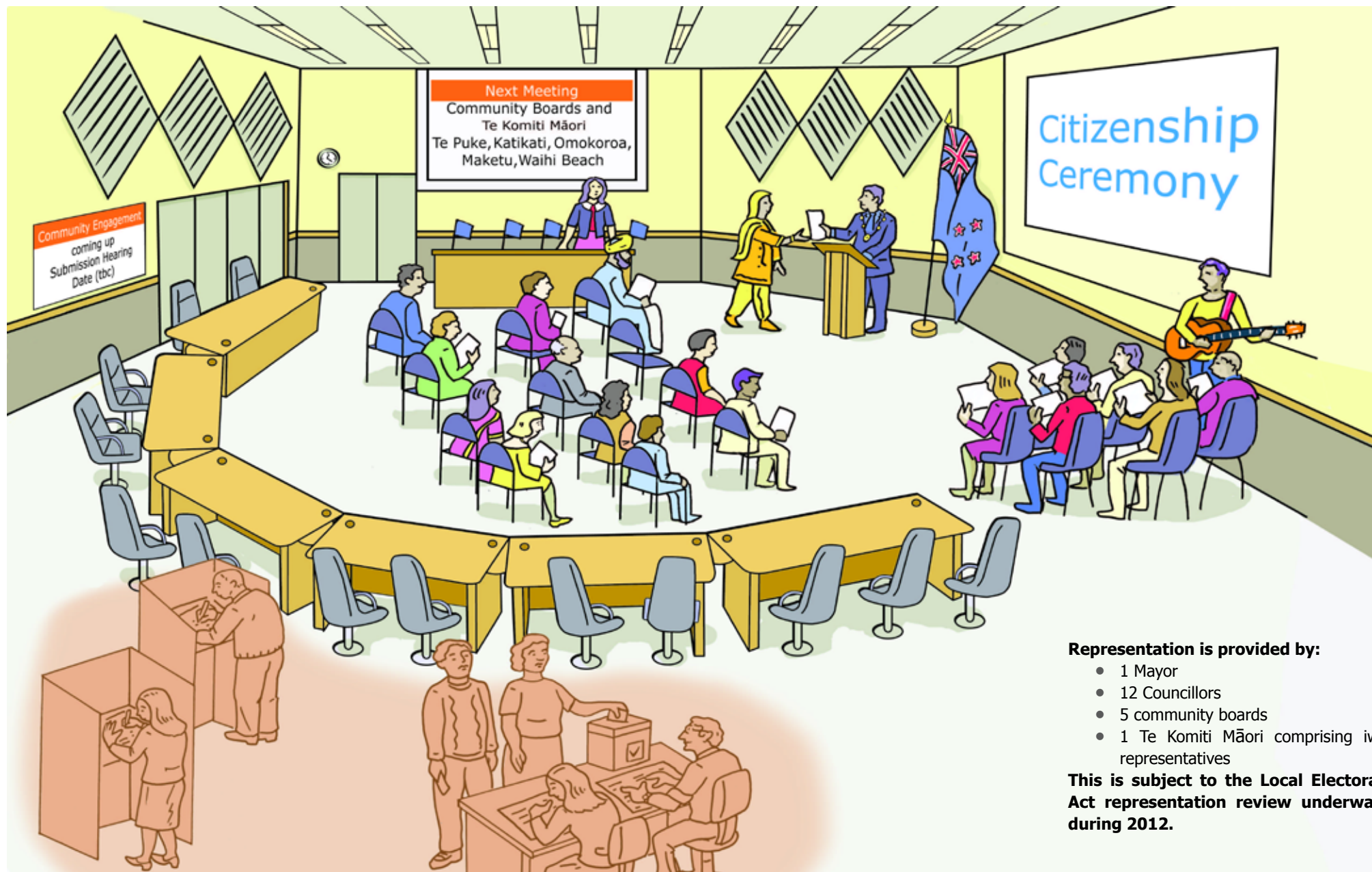
The Government has recently announced its eight point reform programme to improve the legislative framework for New Zealand's councils – 'Better Local Government'. The reform programme is designed to provide better clarity about councils' roles, stronger governance, improved efficiency and more responsible fiscal management. The reforms build on the work undertaken in 2010 to enhance the governance of Auckland.

Going forward we want to ensure that our District has the most effective local government structure in place. Thus we have a role in influencing the outcome for the Bay of Plenty and in preparing for any change that may occur as a result.

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 Te Komiti Māori offering tangata whenua perspectives on issues and making recommendations to Council and its committees
- ▶ The support provided to Council and its committees (including Te Komiti Māori) by the democracy services activity

## What we provide



### Representation is provided by:

- 1 Mayor
- 12 Councillors
- 5 community boards
- 1 Te Komiti Māori comprising iwi representatives

**This is subject to the Local Electoral Act representation review underway during 2012.**



## 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

- ① Effective representation arrangements for our communities
- ② We engage with our communities, listen well, lead effectively and make well informed decisions
- ③ We actively seek and consider the full range of residents' views on our plans, policies and projects
- ④ We have strong relationships with tangata whenua and work together in a range of ways so that tangata whenua perspectives inform our decisions
- ⑤ Strategic relationships at all levels are maintained and strengthened
- ⑥ Financial management is prudent, effective and efficient

## How we will achieve our community outcome

Goal	Our approach	Our role
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
	▶ Provide opportunities for elected members to strengthen their leadership and governance skills	Lead
We actively seek and consider the full range of residents views on our plans, policies and projects	▶ Offer communities a wide range of opportunities to participate in our processes and decisions	Lead
	▶ Effectively communicate the ways that our communities can connect with us and participate in matters that affect them	Lead
	▶ Regularly provide information to residents about upcoming decisions and communicate the outcomes of these decisions	Lead
	▶ Listen to and consider the range of views communicated to make better decisions	Lead
	▶ Better understand and improve the ways in which decisions are informed by the range of views communicated to us	Lead
	▶ Develop, consult on and implement an Annual Plan and Long Term Plan in line with the requirements of the Local Government Act 2002	Lead
	▶ Ensure all our activities meet legislative requirements	Lead

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"> <li>▶ Provide for the on-going involvement of tangata whenua in our decision-making</li> <li>▶ Strengthen relationships with iwi and hapu by identifying and supporting agreed projects that will better meet the needs of tangata whenua</li> <li>▶ Identify, monitor and review the ways in which we meet our Treaty of Waitangi (Te Tiriti o Waitangi) obligations</li> <li>▶ Provide opportunities for elected members to increase their knowledge of the Treaty of Waitangi (Te Tiriti o Waitangi), tikanga Māori and te reo Māori</li> </ul>	Partner Partner Partner Partner
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
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> <li>▶ Regularly review accounting procedures and standards so that finances are managed prudently</li> <li>▶ Ensure developers pay a contribution toward the cost of new infrastructure, increased demand for community facilities and reserves and the impact of development on the environment</li> </ul>	Lead Lead Lead Lead Lead

## What we are planning to do

All information from 2014 – 2022 includes an adjustment for inflation.

This is not a complete list of the projects/programmes we have planned for this group of activities. The full list is available on our website, [www.westernbay.govt.nz](http://www.westernbay.govt.nz)

Project numbers	Project name	\$'000									
		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
2368	Review representation arrangements			16			18			20	
2504	Triennial elections (and by-elections as required)	25	158	2	28	174	2	30	192	3	34
2848	Elected members introductory training		31			34			38		
2961	Recruitment of CEO			11		57			13		
3159	*Waihi Beach community board grants	6	6	6	7	7	7	7	8	8	8
3160	*Katikati community board grants	8	8	9	9	9	9	10	10	10	11
3161	*Omokoroa community board grants	2	2	2	2	2	2	2	3	3	3
3162	*Te Puke community board grants	8	8	9	9	9	9	10	10	10	11
3163	*Maketu community board grants	5	5	5	6	6	6	6	6	7	7

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

## Major projects planned for 2012 - 2022

- ▶ Undertake projects to improve 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 and ensure Council is meeting its Treaty of Waitangi (Tiriti o Waitangi) obligations
- ▶ Work with tangata whenua to explore the implications of Treaty settlements for Council and tangata whenua
- ▶ Consider options relating to the future structure of this Council

## How we will track progress towards our goals



*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				
		2011	2013	2014	2015	2016 - 18	2019 - 22
<p>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>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>Strategic relationships at all levels are maintained and strengthened</p> <p>Financial management is prudent, effective and efficient</p>	The level of achievement in the financial performance index (this index monitors Council's financial trends and level of compliance with 5 key treasury ratios. Target 1.00 is total compliance)	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00
	Level of resident satisfaction with:						
	<ul style="list-style-type: none"> <li>▶ the opportunities to participate in decision-making</li> <li>▶ Councillor and Community Board representation and</li> <li>▶ Council's overall performance</li> </ul>						
	Community	<b>No survey</b>	≥55%	No survey	No survey	≥55%	≥55%
	Tangata whenua	<b>No survey</b>	≥55%	No survey	No survey	≥55%	≥55%
	Levels of tangata whenua satisfaction with the representation provided by the Te Komiti Māori	<b>No survey</b>	≥55%	No survey	No survey	≥55%	≥55%
	Percentage of residents confident that Council makes decisions that are in the best interest of the District (monitored by Annual Residents' Survey those who are 'confident' and 'very confident')	<b>New</b>	≥50%	≥50%	≥50%	≥50%	≥50%
	Percentage movement in total rates income (after allowance for growth)	<b>2.3%</b>	≤7.0%	≤7.0%	≤7.0%	≤7.0%	≤7.0%
Percentage completion of the annual work programme as identified in the Leadership - Representation Strategy and Action Plan	<b>92%</b>	≥90%	≥90%	≥90%	≥90%	≥90%	

## How we will track progress - levels of service

What we provide	We'll know we're meeting the service if	Actual	Target				
		2011	2013	2014	2015	2016 - 18	2019 - 22
Representation will be provided by: <ul style="list-style-type: none"> <li>▶ 1 Mayor</li> <li>▶ 12 Councillors</li> <li>▶ 5 Community Boards</li> <li>▶ 1 Te Komiti Māori</li> </ul> (subject to the outcome of the Local Electoral Act representation review underway during 2011/12)	Number of meetings held per annum:	<b>15</b>	8	8	8	8	8
	<ul style="list-style-type: none"> <li>▶ Council based on 6 weekly cycle</li> <li>▶ Community Boards based on 6 weekly cycle</li> </ul>	<b>6</b>	8	8	8	8	8
	Te Komiti Māori based on:	<b>4</b>	4	4	4	4	4
	<ul style="list-style-type: none"> <li>▶ formal meetings</li> <li>▶ workshops</li> </ul>	<b>5</b>	2	2	2	2	2
	Percentage attendance of elected members (Councillors and Mayor) at Council and Committee meetings	<b>85%</b>	≥80%	≥80%	≥80%	≥80%	≥80%
	Percentage attendance of Community Board members at Community Board meetings	<b>89%</b>	≥80%	≥80%	≥80%	≥80%	≥80%
	Number of Council Committee meetings held in the community	<b>New</b>	4	4	4	4	4
Level of compliance with statutory timeframes	<b>100%</b>	100%	100%	100%	100%	100%	
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%)	<b>18.2%</b>	≤25%	≤25%	≤25%	≤25%	≤25%
	Liquidity ratio - this ratio monitors Council's ability to pay all current liabilities if they became due immediately	<b>130%</b>	≥110%	≥110%	≥110%	≥110%	≥110%
	Percentage of net external debt to total revenue	<b>195%</b>	≤220%	≤220%	≤220%	≤220%	≤220%
Council will be financially prudent in the management of rates levied	Stewardship of rates income, the percentage of District rates income not spent or committed at the end of the financial year	<b>4.5%</b>	≤2.0%	≤2.0%	≤2.0%	≤2.0%	≤2.0%



## Key assumptions

The assumptions are subject to the outcome of the Local Electoral Act (2001) representation review underway during 2012.

Assumption	Description	Risk
<b>Election cycle</b>	Triennial elections are held; by-elections as required	If many by-elections were needed operating expenditure would increase
<b>Representation review</b>	Review of representation undertaken at least every six years	If representation reviews were undertaken more frequently operating costs would increase
<b>Council size</b>	Council's size may change as a result of the Representation Review (2011/12)	A decrease or increase in the number of elected members would affect operating costs
<b>Council committee structure</b>	We have two committees, plus one Regulatory Hearings committee, three sub-committees, a Te Komiti Māori and full Council	Changes to the number of committees may impact on operating costs of governance support services
<b>Joint committee structure</b>	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>▶ Joint Regional Transport Committee</li> <li>▶ Bay of Plenty Civil Defence Emergency Management Committee</li> <li>▶ Rates Postponement Project Joint Committee</li> <li>▶ TECT All Terrain Park Sub Committee</li> <li>▶ Western Bay Moana Rural Fire Authority</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>
<b>Elected members' expenses and general remuneration</b>	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
<b>Elected members' remuneration for Statutory Hearings</b>	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

## Key assumptions

Assumption	Description	Risk
<b>Legislative environment</b>	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
<b>Public reporting standards</b>	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
<b>Access to finance</b>	The current banking and borrowing system continues to provide loan funding to Local Government according to recognised credit ratings; we remain able to mitigate the risk of interest rate movements by entering into swaps and other hedging instruments	If we were unable to borrow capital projects would have to be postponed. If we were unable to reduce the risk of interest rate movements expenditure projection would be less reliable and the certainty of forecast expenditure would be impaired accordingly

## Significant effects of providing this activity

Well-being	Positive	Negative	How we are addressing these effects
<b>Social</b>	<ul style="list-style-type: none"> <li>😊 Improved ability for the public to participate and influence our decision-making</li> <li>😊 Research indicates that improved control over and participation at a decision-making level 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> </ul>	<ul style="list-style-type: none"> <li>😞 Lack of knowledge and/or interest in our activities and processes present barriers to residents participating and influencing our decision-making</li> <li>😞 The views expressed 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</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 all disadvantaged groups are informed and have 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>
<b>Environmental</b>	<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>
<b>Economic</b>	<ul style="list-style-type: none"> <li>😊 Slowing growth and the economic recession makes financial prudence paramount</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 ensuring infrastructure development is timed to match demand</li> <li>➡ Endeavour to balance the amount and type of consultation we undertake with the costs of consultation processes</li> </ul>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>😊 Provision for tangata whenua representation, for example through Te Komiti Māori</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 consultation methods are considered when formulating consultation plans for major projects</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> </ul>

## Summary financial forecast

**Representation** All information from 2014-2022 includes an annual adjustment for inflation

For the years ended 30 June	Actual	Budget	Forecast									
	\$'000	\$'000	\$'000									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Analysis of expenditure by activity</b>												
Representation	2,310	2,113	2,529	2,518	2,417	2,408	2,714	2,536	2,607	2,892	2,753	2,839
<b>Total operating expenditure</b>	<b>2,310</b>	<b>2,113</b>	<b>2,529</b>	<b>2,518</b>	<b>2,417</b>	<b>2,408</b>	<b>2,714</b>	<b>2,536</b>	<b>2,607</b>	<b>2,892</b>	<b>2,753</b>	<b>2,839</b>
<b>Analysis of expenditure by class</b>												
Direct costs	1,360	1,438	1,500	1,670	1,549	1,592	1,877	1,676	1,733	1,994	1,827	1,895
Overhead costs	980	667	1,022	842	862	810	830	854	868	892	920	938
Interest	(39)	-	-	-	-	-	-	-	-	-	-	-
Depreciation	9	8	6	6	6	6	6	6	6	6	6	6
<b>Total operating expenditure</b>	<b>2,310</b>	<b>2,113</b>	<b>2,529</b>	<b>2,518</b>	<b>2,417</b>	<b>2,408</b>	<b>2,714</b>	<b>2,536</b>	<b>2,607</b>	<b>2,892</b>	<b>2,753</b>	<b>2,839</b>
<b>Revenue</b>												
Community Board/Roading rates	575	563	552	510	526	526	543	562	578	598	621	642
Interest	-	29	55	58	61	64	68	72	76	80	84	89
Other income	100	-	-	-	-	-	-	-	-	-	-	-
<b>Total revenue</b>	<b>675</b>	<b>592</b>	<b>606</b>	<b>568</b>	<b>587</b>	<b>591</b>	<b>611</b>	<b>634</b>	<b>654</b>	<b>678</b>	<b>705</b>	<b>731</b>
<b>Net cost of service - surplus/(deficit)</b>	<b>(1,635)</b>	<b>(1,521)</b>	<b>(1,922)</b>	<b>(1,950)</b>	<b>(1,830)</b>	<b>(1,817)</b>	<b>(2,103)</b>	<b>(1,903)</b>	<b>(1,953)</b>	<b>(2,214)</b>	<b>(2,048)</b>	<b>(2,107)</b>
<b>Capital expenditure</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total other funding required</b>	<b>(1,635)</b>	<b>(1,521)</b>	<b>(1,922)</b>	<b>(1,950)</b>	<b>(1,830)</b>	<b>(1,817)</b>	<b>(2,103)</b>	<b>(1,903)</b>	<b>(1,953)</b>	<b>(2,214)</b>	<b>(2,048)</b>	<b>(2,107)</b>
<b>Other funding provided by</b>												
General rate	1,825	1,677	1,972	2,004	1,889	1,882	2,174	1,981	2,039	2,309	2,151	2,221
Reserves and future surpluses	(190)	(156)	(50)	(54)	(60)	(65)	(72)	(78)	(86)	(94)	(103)	(113)
<b>Total other funding</b>	<b>1,635</b>	<b>1,521</b>	<b>1,922</b>	<b>1,950</b>	<b>1,830</b>	<b>1,817</b>	<b>2,103</b>	<b>1,903</b>	<b>1,953</b>	<b>2,214</b>	<b>2,048</b>	<b>2,107</b>

## Where the money comes from

### Who benefits from this activity

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. Consent applicants receive a private benefit when the Regulatory Hearings 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.

### Funding sources

The General rate and Uniform Annual General Charge fund elected members' expenditure while community board rates fund the community boards. In relation to resource consent hearings, 25% of the cost of elected members' expenses will be charged to the consent applicant with the remaining 75% being funded from the general rate.

### Funding sources - Representation 2012/13

