

CHAPTER TWO

Council Activities



CHAPTER TWO

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COUNCIL'S GROUP OF ACTIVITIES

GUIDE TO THIS SECTION OF THE ANNUAL REPORT

Chapter Two - Our achievements reports on how well Council's activities performed during 2016/17 against the goals and targets set out in Chapter three of the 2015-25 LTP. The reporting covers how effectively services have been delivered to the community and financial results.

Reporting on service performance is provided for each activity group and includes the following information:

Overview

This provides a high level overview or explanation of the activity and the outcomes agreed in Western Bay of Plenty District Council's 2015-2025 LTP.

2016/17 highlights


Highlights can include key initiatives undertaken, projects completed, and milestones achieved for the activity. A graph will also be included to show the results and trends for Western Bay Council's measures for performance and customer satisfaction.

Service performance results

- Results trends for key measures
- How we have tracked progress towards our goals
- How we have tracked progress - levels of service

The 2015-2025 LTP identifies performance measures and targets to monitor Council's achievement of the agreed outcomes and levels of service. This section reports the results and provides explanation for any significant variances. Results are classified as follows:

 Target met

 Partial met (within 5% of target)

 Not met

Future initiatives

This section looks ahead and identifies key initiatives planned for the next 2-3 years.

Cost of service statements

The cost of service statement shows financial information for that activity, comparing actual expenditure against budget and the previous year's actual. The statements provide details of income and expenditure and, where relevant, capital expenditure.

Major variances

Where there are major variances between actual expenditure and budget a further explanation is provided.

Customer satisfaction

In the statements of service performance there are references to an Annual Resident Survey.

This survey was undertaken by Key Research and the sample included all residents within the Western Bay of Plenty District Council area with a sample size of 726 and margin of error of +/- 3.6%, with a confidence level of 95%.

Effects on community wellbeing

The table overleaf identifies the activity groups and their primary contribution to the Community Outcome.

The Long Term Plan (LTP) has identified significant or potential negative effects that may occur as a result of providing the following activities:

- Wastewater
- Solid waste
- Communities (Interment)
- Transportation
- Water supply
- Stormwater
- Economic

Council has structured its activities into 12 groups. These activity groups are comprised on individual activities which have a similar nature. The following table identifies each of the Activity Groups and their corresponding activities. It also shows the Community Outcomes the activity primarily contributes to.

ACTIVITY GROUPS	ACTIVITIES	PRIMARY COMMUNITY OUTCOMES	PAGE
Representation	<ul style="list-style-type: none"> • Sub-regional, District and Community representation • Financial Planning 	<ul style="list-style-type: none"> ▪ Effective, informed and inclusive leaders 	37
Planning for the future	<ul style="list-style-type: none"> • Policy and planning • Resource management planning • Infrastructure planning 	<ul style="list-style-type: none"> ▪ Vibrant and welcoming communities ▪ Effective, informed and inclusive leaders ▪ Thriving economy 	43
Communities	<ul style="list-style-type: none"> • Community development • Cultural development • Information centres • Emergency management • Community facilities 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle ▪ Vibrant and welcoming communities 	49
Recreation and leisure	<ul style="list-style-type: none"> • Coastal and marine • Recreation reserves and facilities • Sub-regional reserves 	<ul style="list-style-type: none"> ▪ Vibrant and welcoming communities ▪ Clean, green and valued environment 	60
Regulatory services	<ul style="list-style-type: none"> • Animal control • Building and health services • Compliance • Regulatory services • Resource consents 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle 	66
Transportation	<ul style="list-style-type: none"> • Roding • Network development • Network optimisation • Environmental mitigation • Transportation health and safety 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle ▪ Thriving economy 	73
Water supply	<ul style="list-style-type: none"> • Council water supply 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle ▪ Thriving economy 	79
Stormwater	<ul style="list-style-type: none"> • Stormwater network • Waihi Beach coastal protection 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle 	89
Natural environment	<ul style="list-style-type: none"> • Environmental protection 	<ul style="list-style-type: none"> ▪ Clean, green and valued environment 	95
Wastewater	<ul style="list-style-type: none"> • Wastewater 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle ▪ Clean, green and valued environment 	102
Solid waste	<ul style="list-style-type: none"> • Solid waste 	<ul style="list-style-type: none"> ▪ Healthy and safe lifestyle ▪ Clean, green and valued environment 	114
Economic	<ul style="list-style-type: none"> • Economic development • Land drainage 	<ul style="list-style-type: none"> ▪ Thriving economy 	120

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.

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.

2016/2017 HIGHLIGHTS

The Council triennial elections were held in October 2016. The incumbent Mayor, Ross Paterson decided not to stand after three terms in office. As a result, a new Mayor, Garry Webber, was elected along with 11 Councillors and community representatives for the five Community Boards. A by-election was required for the Te Puke Community Board as two of the community board members were elected onto Council which left an insufficient number of candidates for the community board. This by-election was held in February 2017 and Ron Spratt was elected.

The new Mayor changed the committee structure that resulted in two new Council committees, Rural Committee and Long Term Plan & Annual Plan Committee. All elected members (Councillors and community board members) received a comprehensive induction-training programme. The purpose of this is to familiarise Elected Members with Council structure, regulatory requirements and operational activities.

The Mayor and Councillors started conversations with each of our communities about the upcoming Long Term Plan (LTP) 2018-2028. The Long Term Plan sets the budget and dictates what projects Council will focus on for the next ten years. The first phase of the three LTP engagement phases facilitated the opportunity for Councillors to listen to residents and learn about their concerns, and identify potential LTP topics. There were 14 events held throughout the District.

The remaining two engagement phases (to check direction and feedback on the draft LTP), will occur in the 2017/18 year.

It has been another significant year with continued growth in population and development. Elected Members are continually lobbying the case of Western Bay with Central Government. Of particular note in this area was the announcement by the NZ Transport Agency that the SH2 bypass for Katikati will be included in the SH2 Waihi to Tauranga works programme.

WHAT WE PROVIDE

REPRESENTATION IS PROVIDED BY:



1 MAYOR



11 COUNCILLORS



PARTNERSHIP FORUM

Comprising iwi and hapu representatives

Participation in a range of COMMUNITY ORGANISATIONS, BOARDS & CO-GOVERNANCE STRUCTURES

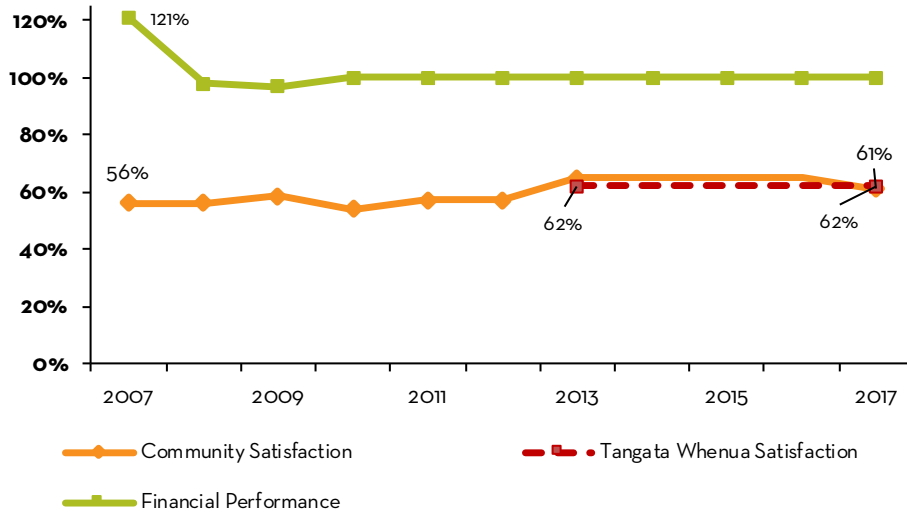
within the Western Bay of Plenty District



SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES

REPRESENTATION - TRENDS



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure Percentage achievement in the financial performance index which monitors Council's financial stewardship. <i>(the index monitors Council's financial trends and level of compliance with 5 key treasury ratios. 100% is total compliance).</i>	100%	100%	100%		😊
Supporting Measures Level of satisfaction with representation provided by Councillors and Community Boards members:					
• Community	≥70%	61%	NO SURVEY	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is: Community 56% Maori 58%	😞
• Māori	≥70%	62%	NO SURVEY		😞
Level of Māori satisfaction with representation provided by the Partnership Forums (Te Arawa - East and Tauranga Moana - West).	≥55%	46%	NO SURVEY	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 39%.	😞
Percentage of residents confident that Council makes decisions that are in the best interest of the District.	≥60%	57%	NO SURVEY	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 55%.	😐
Affordability of rates Percentage movement in total rates income (after allowance for growth).	≤7%	2.5%	4.6%		😊

SERVICE PERFORMANCE RESULTS

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Representation will be provided by:					
<ul style="list-style-type: none"> • 1 Mayor • 11 Councillors • 5 Community Boards • 1 Partnership Forum (refer to page 18) 					
Number of meetings held per annum:					
• Council based on 6 weekly cycle.	≥8%	10	12	Number of meetings are down due to the elections in 2016.	😊
• Community Boards based on 6 weekly cycle.	≥8%	6	9	The Partnership Forums met once each before the elections and have not yet, been re-established for the current triennium.	😐
Partnership Forum based on quarterly meeting cycle.	≥2%	1	3		😐
Percentage attendance of elected members (Councillors and Mayor) at Council and Committee meetings.	≥80%	87.5%	82%		😊
Percentage attendance of Community Board members at Community Board meetings.	≥80%	91.8%	87%		😊
Level of compliance with statutory timeframes.	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.	≥60%	56%	NO SURVEY	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 49%.	😐
Number of Council Committee meetings held in the community.	≥4	4	2	In addition to this the Maori Partnership Forum met in Te Puke and there were 13 informal consultation events throughout the District.	😊
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%).	≤25%	13.0%	14.9%		😊
Liquidity ratio - this ratio monitors Council's ability to pay all current liabilities if they became due immediately.	≥110%	130%	127%		😊
Percentage of net external debt to total revenue.	≤190%	119%	139%		😊
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%	(0.4%)	2.3%		😊

FUTURE INITIATIVES

The Representation Review begins in 2017. This review is a statutory requirement and takes place every three years. The purpose of this is to review the level of representation provided to the District. Council will make recommendations to the Local Government Commission which will make the final decisions that come into effect for the 2019 local government elections.

The re-establishment of the Joint Governance Committee between Tauranga City Council and ourselves is to be considered by both Councils in 2017/18.

We will continue to represent the District in regard to matters of sub-regional importance such as the growth management strategy SmartGrowth and the Bay of Plenty Regional Strategy (Bay of Connections).

COST OF SERVICE STATEMENT

REPRESENTATION

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Representation	2,720	3,108	2,834
Total operating expenditure	2,720	3,108	2,834
Analysis of expenditure by class			
Direct costs	1,686	1,882	1,503
Overhead costs	1,022	1,220	1,323
Depreciation	12	6	8
Total operating expenditure	2,720	3,108	2,834
Analysis of funding required			
Community Board	441	427	392
Other income	68	75	5
Total revenue	509	502	397
Net cost of service - surplus/(deficit)	(2,211)	(2,606)	(2,437)
Capital expenditure	-	-	-
Total other funding required	(2,211)	(2,606)	(2,437)
Other funding provided by			
General rate	2,246	2,575	2,493
Reserves and future surpluses	(35)	31	(56)
Total other funding	2,211	2,606	2,437

MAJOR VARIANCES

Lower overhead costs and higher revenues have resulted in a lower general rate requirements compared to prior year.

PLANNING FOR THE FUTURE



PLANNING FOR THE FUTURE

OVERVIEW

The Planning for the Future activity includes policy and planning, resource management and infrastructure planning activities. These activities plan for the future guided by our sustainable development approach and the SmartGrowth Strategy.

SMARTGROWTH - AN OVERVIEW

SmartGrowth is the growth management strategy for the western Bay of Plenty sub-region. The sub-region encompasses both the Western Bay of Plenty District and Tauranga City. This area has experienced rapid population growth since the 1950s.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

In consultation with our communities and guided by our sustainable development approach, we plan for the future.

OUR GOAL

- Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.

2016/2017 HIGHLIGHTS

A significant level of growth continues throughout the District. In response to this our District Plan has been reviewed and updated to accommodate that growth.

Plan Change 75: Te Puke. This was a review of the floodable areas and a review of the structure plan for McLaughlin Drive.

Plan Change 72: Rangiuru Business Park. This was a private plan change with Quayside Holdings. The plan change modified the structure plan to take into account the change in location of the connection to the Tauranga Eastern Link (TEL). Other alterations were included to make development in this area more feasible.

The Package of Plans process was heavily used throughout the year due to the amount of development that occurred throughout the District. This process facilitates early discussions between developers and Council and seeks to ensure acceptable urban design outcomes.

Work has commenced on planning for a new urban growth area in Katikati. This involves a review of the Busby Rd area and assess its feasibility for development.

Other key planning initiatives include:

- SmartGrowth settlement pattern review: commencing the investigation for the inclusion of Tauriko West as the next urban growth area in the western corridor adjoining Tauranga City.
- Regional Coastal Environment Plan: the Environment Court appeal on Matakana Island outstanding natural features and landscape hearing was held in May 2017. We are waiting for the Courts decision.
- National Policy Statement on Urban Development Capacity was gazetted in 2016. This requires Council to modify its growth monitoring systems to meet the requirement of the Act.
- Seasonal worker accommodation: working with the industry to identify issues and investigate options and solutions.

We completed a review of the Dog Control Policy and Bylaw which became effective from October 2016. Following this policy and bylaw review, it is now mandatory to neuter menacing and dangerous dogs. It also introduced new welfare standards and changed some public place restrictions to protect sites of environmental significance and high public use, while balancing the needs of dog owners.

The community engagement campaign for the 2018 – 2028 Long Term Plan commenced. Entitled 'It's About You', it is a journey focussed on planning for the next decade and what that looks like for the Western Bay and its residents. We completed the pre-engagement in May and June 2017 with 14 community conversation events throughout the district, as well as an online presence in a range of social media and more traditional print media. These conversations explored why people like living in the Western Bay and what is important to them. We are currently considering feedback received from these conversations before going back to our communities with the proposals regarding what can be progressed in our LTP.

There were also a number of plans, policies and by-laws reviewed. This included:

- Alcohol Control Bylaw. Due to requests received from both the community and Police this bylaw was adopted by Council in October 2016. As a result an alcohol ban was imposed in Te Puke and continues bans in Waihi Beach and Katikati.
- Inner Harbour and Coastal Erosion Management Policy was adopted for consultation in April 2017. Deliberations are underway and the final policy will be confirmed in July/August 2018.
- 2016/17 Annual Plan was completed together with a review of twelve rates remission policies.

WHAT WE PROVIDE

PLANNING FOR THE FUTURE INCLUDES:



POLICY & PLANNING



RESOURCE MANAGEMENT

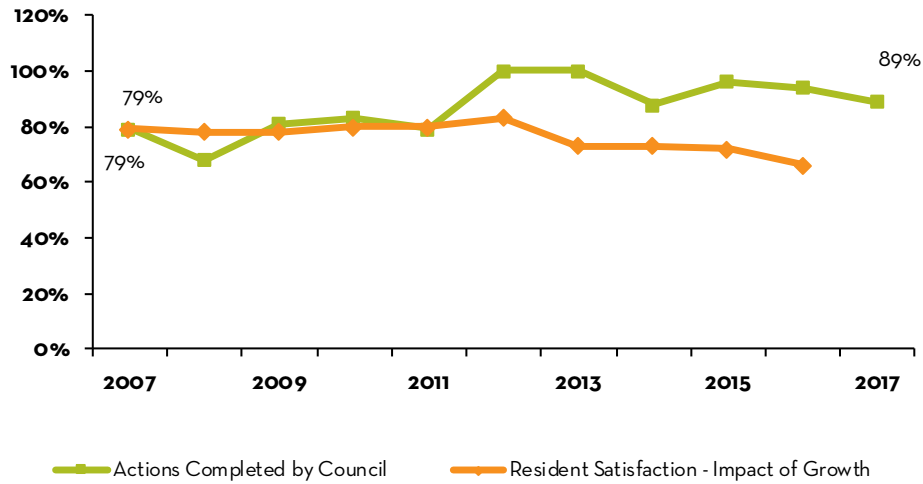


INFRASTRUCTURE PLANNING ACTIVITIES

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES

PLANNING FOR THE FUTURE - TRENDS



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure Percentage completion of the annual work programme as identified in the Leadership - Planning for the Future Strategy and Action Plan	≥90%	89%	94%	Katikati Urban Growth Study: The Feasibility Study for the Busby Road area presented to Policy Committee Workshop in May. Further work being taken, including investigating other options.	😊
Key Resident Measure Resident satisfaction with the impact of growth on: <ul style="list-style-type: none"> • Range of housing choices • Personal safety • Time taken to travel around their area • Employment opportunities • Road safety • Overall pleasantness. *Based on a two yearly surveys.	NO SURVEY	NO SURVEY	66%	The next survey is scheduled for 2018.	

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED								
	TARGET	RESULT	RESULT										
District Plan updated to meet the needs of our District													
Number of sustained challenges by the Environment Court to District Plan changes.	NIL	NIL	NIL	One appeal received for Plan Change 2 Rangiuru which was resolved by a consent order.	😊								
Structure Plans are developed and reviewed to ensure there is 'greenfield' land to accommodate growth.	≥5 YEARS SUPPLY	9.27 YEARS SUPPLY	11.5	<p>Supply of greenfield land available:</p> <table border="0"> <tr> <td>Waihi Beach</td> <td>4.09 years</td> </tr> <tr> <td>Katikati</td> <td>10.67 years</td> </tr> <tr> <td>Omokoroa</td> <td>8.97 years</td> </tr> <tr> <td>Te Puke</td> <td>14.2 years</td> </tr> </table> <p>There was no material change from 2016 except for Katikati that had 16.1 years supply.</p> <p>Supply of greenfield land for all areas will be reviewed to meet the requirements of the National Policy Statement on Urban Development Capacity. This was gazetted in 2016.</p>	Waihi Beach	4.09 years	Katikati	10.67 years	Omokoroa	8.97 years	Te Puke	14.2 years	😊
Waihi Beach	4.09 years												
Katikati	10.67 years												
Omokoroa	8.97 years												
Te Puke	14.2 years												
Our strategies are aligned with direction provided in SmartGrowth Strategy													
Percentage of Council's strategies aligned with SmartGrowth direction.	100%	100%	100%		😊								
We will work with communities to develop and review Community Development Plans. These detailed plans set the vision for the community and actions required to achieve it													
The number of community plans developed or reviewed where Council has provided support to the community.	≥1	2	1	Support provided in the review of the Omokoroa and Te Puna Community Plans.	😊								

FUTURE INITIATIVES

The development of our next LTP will continue. We will be review our Regulatory Services and Solid Waste strategies that determine our direction and actions in these activities in the next ten years. In conjunction with this, we will be reviewing our Infrastructure and Financial Strategies, as well as our Significance and Engagement Policy. This LTP will become effective on 1 July 2018.

We will continue to review our policies, plans and bylaws to ensure they meet legislative requirements and our communities needs. Work includes review of the Water Supply System Bylaw and the Katikati/Waihi Beach Reserve Management Plan.

In 2018 the Katikati Urban Growth Study will be completed which will identify the area for the future growth of Katikati. In Omokoroa we will progress the structure planning of the area between the railway and SH2 as the next phase of development. This is to meet the requirements of the National Policy Statement on Urban Development Capacity.

COST OF SERVICE STATEMENT

PLANNING FOR THE FUTURE

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Policy and planning	1,033	1,220	1,017
Resource management	1,171	883	923
District development	(33)	(169)	(27)
Total operating expenditure	2,171	1,934	1,913
Analysis of expenditure by class			
Direct costs	1,523	1,268	1,233
Overhead costs	643	658	672
Depreciation	5	8	8
Total operating expenditure	2,171	1,934	1,913
Revenue			
Target rates	13	13	13
Other income	2	-	1
Total revenue	15	13	14
Net cost of service - surplus/(deficit)	(2,156)	(1,921)	(1,899)
Capital expenditure	-	-	-
Total other funding required	(2,156)	(1,921)	(1,899)
Other funding provided by			
General rate	2,204	2,103	1,939
Reserves and future surpluses	(48)	(182)	(40)
Total other funding	2,156	1,921	1,899

MAJOR VARIANCES

Expenditure on Resource Management was \$247k higher than last year, partly due to costs incurred for the Coastal Environmental Plan.

COMMUNITIES



COMMUNITIES

OVERVIEW

The importance of sustainable, resilient communities is paramount. In these communities residents feel included, support and look out for each other, influence decisions that affect them, collaborate to achieve the collective good and foster tolerance and acceptance of others.

Sustainable and resilient communities need strong social and cultural infrastructure to be able to respond to challenges and changes in society. We aim to ensure that the things needed for individuals, families, groups and communities to meet their social needs, maximise their potential for development and enhance their well-being are in place, such as community facilities, services and networks or social infrastructure. Not all social infrastructure in a community is provided by Council but we make a significant contribution to community well-being in the following ways:

- Providing places to learn, meet and socialise, for example halls and libraries (for further information see Libraries and Service Centres [page 140](#) and Community Facilities [page 149](#) in our Long Term Plan 2015-2025)
- Supporting communities through a range of community building activities (for further information see the Community Building section [page 129](#) in our Long Term Plan 2015-2025)
- Encouraging communities to be prepared and able to look after themselves in a civil defence emergency (for further information see the Civil Defence and Emergency Management section [page 162](#) in our Long Term Plan 2015-2025).

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Social infrastructure (community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

OUR GOALS

- Communities are healthy and safe
- Communities are vibrant and diverse
- Communities participate in the development of their futures.

2016/2017 HIGHLIGHTS

Throughout the year we continued to support and engage with our various communities. Key initiatives included:

- The Tauranga Western Bay Safety Communities adopted a sub regional safety strategy.
- The review of both the Te Puna and Omokoroa Community Plans
- Community conversations: meetings were held throughout the District. This facilitated the necessary conversations with residents and stakeholders to guide our approach to the Long Term Plan and be responsive to our customers
- Building capacity within our communities through the matching fund and supporting the development of our communities. In November 2016 we held a successful funding expo in Te Puke
- Providing support to youth development. The YES (Youth in Emergency Services) initiative implemented in June 2017, funded by the Ministry of Social Development was held in Maketu and Katikati. Participants included 30 young people, eight elected members and two community groups. The purpose of this was to provide leadership and development opportunities for youth in our communities and help build resilience within the community.

A housing accord between the Ministry of Housing and Council has resulted in the promulgation of a Special Housing Area (SHA) located in Omokoroa. With the necessary resource

consents obtained civil earthworks are complete and stage one of the lot related earthworks have commenced. Construction of houses will commence in 2018.

The development of the Katikati Library, Service Centre and Community Hub is progressing. There has been an opportunity for the people of Katikati to help us plan how the spaces will be used in the new facility and the Community Reference Group has been instrumental in this process which has provided valuable input to the design process. The value engineering process has been completed which has given council the confidence to progress to the detailed design phase. A land use consent has been obtained and the contract is out for tender.

Community halls are managed by the various hall committees, whom council continues to support in the management of the buildings. This year we have been working with the Te Puna hall committee and (New Zealand Transport Agency) NZTA to deliver a purpose built hall to replace the Te Puna War Memorial Hall. Te Puke hall is identified as a building requiring seismic strengthening so we have been working in close consultation with the hall committee to address this. Oropi Hall requested further funding for works completed. Council has approved additional funding of \$145,000 which will be recovered from ratepayers within the Oropi Hall area of benefit.

We continued to develop, maintain and update our library services to optimise our product offering to meet the needs of our various communities. This included:

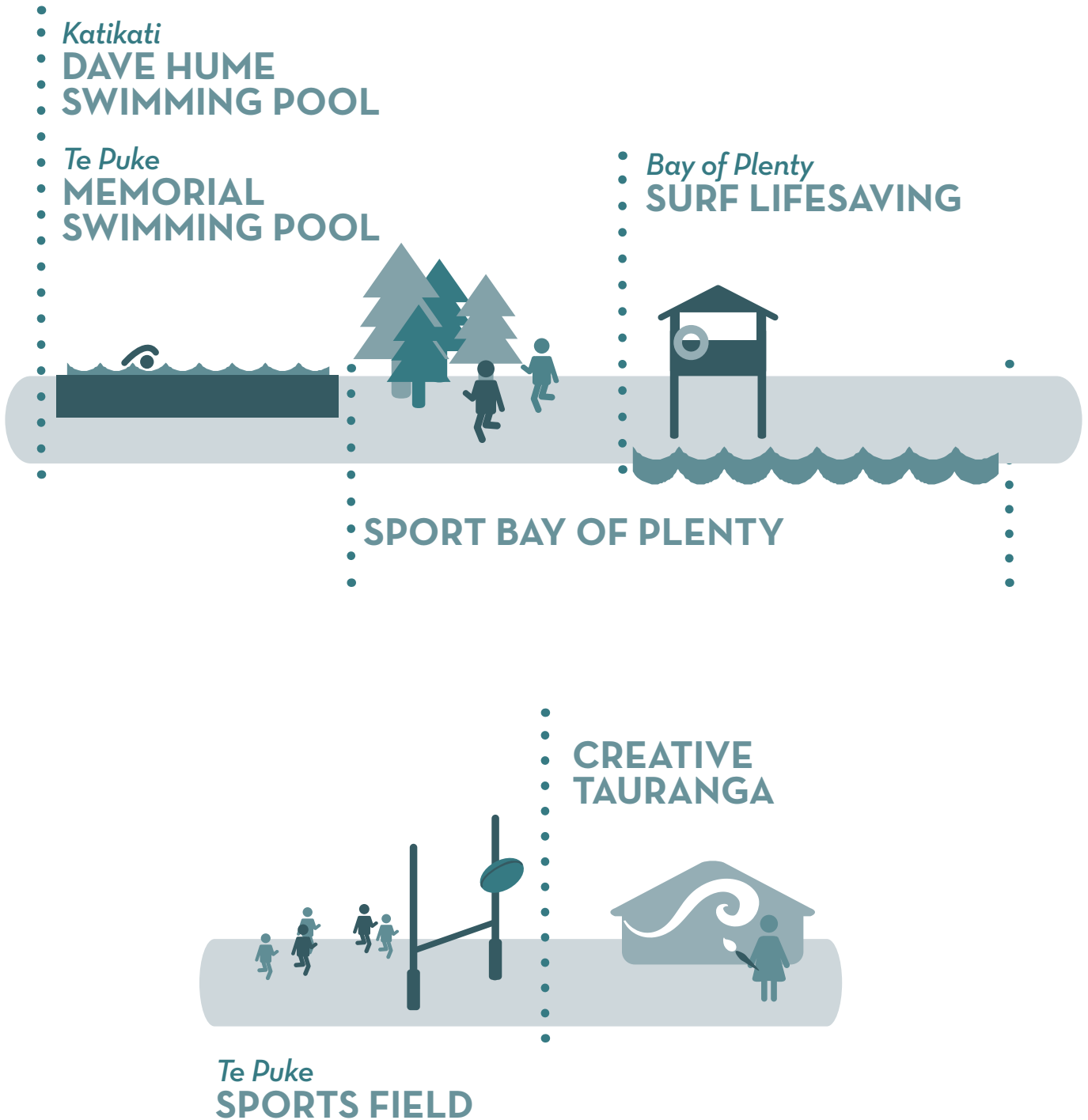
- The development of a new strategic framework to be considered as part of Councils 2018 – 2028 Long Term Plan. This framework identifies a Western Bay response to key issues impacting public libraries nationally and internationally
- The strengthening and expansion of regional and national initiatives including Aotearoa People's Network Kaharoa (APNK), provision of free Wi-Fi via a public libraries network throughout NZ and Kotui, provision of a national Library Management System.
- Continued development of the regional consortium between this council and Opotiki, Taupo, Rotorua and Whakatane District Councils. Through this consortium the purchasing and cataloguing of books (including e-resources) has been outsourced. It also facilitates free lending for our library cardholders at both the Rotorua and Whakatane libraries.
- The creation of a district children's team enables a consistent approach for children and youth programming and events across our district. We also seek to go out into the community where the children are e.g. schools, play centres etc.
- A District library Facebook page.

WHAT WE PROVIDE - COMMUNITY BUILDING

SERVICE DELIVERY CONTRACTS

OVERVIEW

Working with our communities and local organisations we achieve healthy, safe, vibrant and diverse communities. Our Community Development Team is fundamental to achieving this outcome.

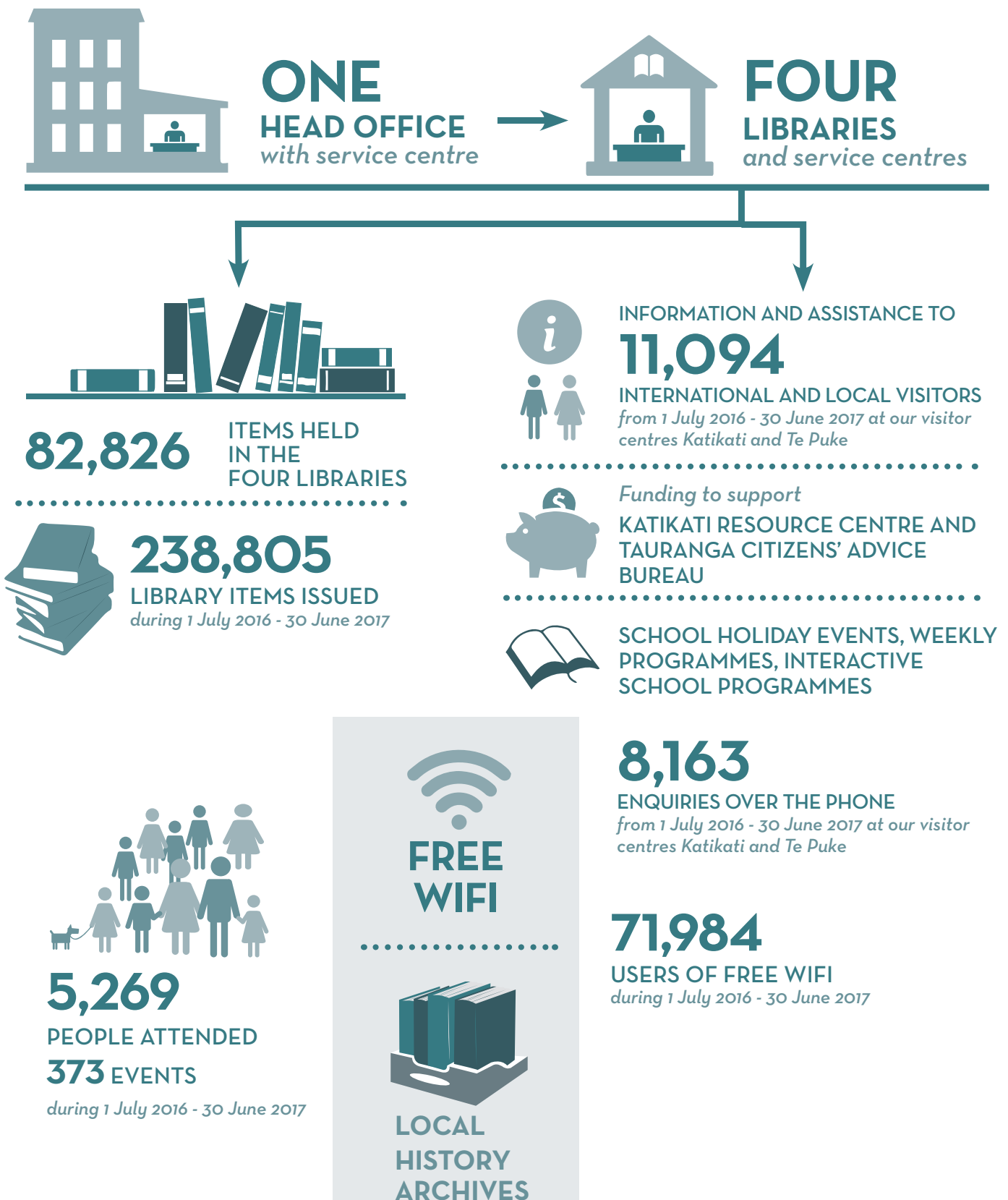


WHAT WE PROVIDE - LIBRARIES AND SERVICE CENTRE

OVERVIEW

Our libraries fulfil an important community function across the District by informing and encouraging people to meet and socialise. Libraries have been described as well-insulated public squares or 'community anchors' demonstrating their value as important community assets. Libraries can contribute to a sense of belonging by collecting and displaying the history of an area.

WHAT WE PROVIDE



WHAT WE PROVIDE - COMMUNITY FACILITIES

OVERVIEW

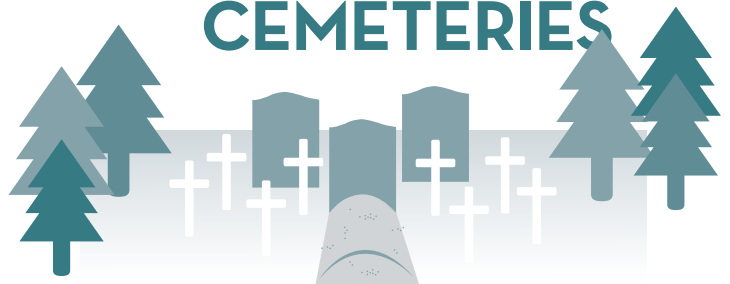
Public spaces and community facilities enable recreation, bring people together and create a sense of belonging, all of which is essential for healthy and vibrant communities. We are a key provider of indoor and outdoor community facilities, for example libraries, parks, playgrounds and halls.

HOUSING FOR OLDER PEOPLE



34 UNITS in Te Puke
17 UNITS in Katikati
19 UNITS in Waihi Beach

CEMETERIES



KATIKATI Cemetery
MAKETU Cemetery
OROPI Cemetery
TE PUKE Cemetery (and old Te Puke Cemetery where further plots are unavailable)

HELP SUPPORT COMMUNITY HALLS

KAIMAI HALL
 KATIKATI WAR MEMORIAL HALL
 OHAUITI HALL OMANAWA HALL
 OMOKOROA SETTLERS HALL
 OROPI HALL
 TE PUNA COMMUNITY CENTRE
 TE PUNA WAR MEMORIAL HALL
 TE RANGA HALL
 WAIHI BEACH COMMUNITY CENTRE
 WHAKAMARAMA HALL

PAHOIA COMMUNITY HALL
 PAENGAROA HALL
 PUKEHINA BEACH COMMUNITY CENTRE
 PYES PA HALL
 TE PUKE WAR MEMORIAL HALL
 & Settlers Lounge & Pioneer Room

WHAT WE PROVIDE - CIVIL DEFENCE AND EMERGENCY MANAGEMENT

OVERVIEW

Global natural disasters such as the Christchurch earthquakes and tsunami in Japan, combined with the increased frequency of extreme weather events have heightened awareness among Bay of Plenty communities to the risk of tsunami, earthquakes and floods in particular. It is vital that the community and Council are prepared to respond to, effectively manage and recover in emergency situations.



RURAL FIRE RESPONSE

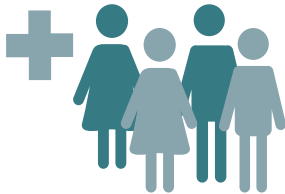
including for Matakana Island



COUNCIL STAFF

trained to respond

WELFARE STAFF



RESCUE TEAM



2 VEHICLES



SUPPORT

TO THE EMERGENCY
OPERATIONS
CENTRE



CIVIL DEFENCE

WELFARE
CO-ORDINATOR

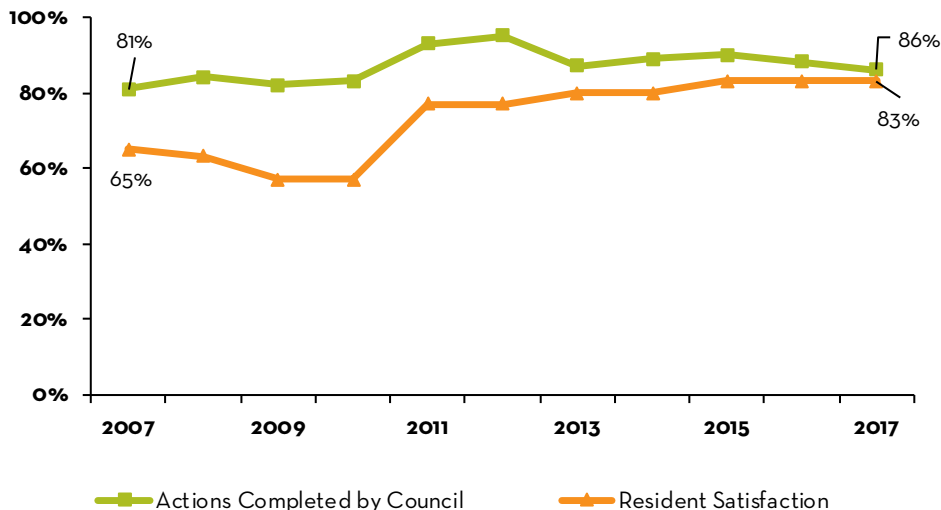
BAY OF PLENTY
CIVIL DEFENCE
AND EMERGENCY
MANAGEMENT
GROUP *and Plan*



SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES

COMMUNITIES - TRENDS





HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	
	TARGET	RESULT	RESULT		
Key Performance Measure Percentage completion of the annual work programme as identified in the Community Strategy and Action Plan.	≥90%	86%	88%	Delays experienced with building and alterations as development dependent on other parties.	☹️
Key Resident Measure Level of resident satisfaction with Community Services based on two-yearly survey. This includes community development, library services and cemeteries. (Monitored by the Annual Residents' Survey, those that are 'satisfied' and 'very satisfied').	≥80%	83%	NO SURVEY	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 55%.	😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	
	TARGET	RESULT	RESULT		
Develop and deliver a coordinated Community Safety Programme in accordance with the Community Safety Policy					
Number of community safety initiatives supported by Council	9	9	9		😊
We will actively build capability in community organisations					
Number of capability building workshops held.	≥2	4	2		😊
We will engage with Tangata Whenua					
Number of engagement initiatives with Tangata Whenua.	≥4	31	29		😊
Number of new or reviewed iwi/hapu management plans received.	≥2	3	5		😊
Library services will be maintained at Katikati, Omokoroa, Te Puke and Waihi Beach					
Number of library items available per person	≥1.95%	2.19	2		😊
Library space (m2) available per 1,000 residents.	26M ²	20M ²	20	No change will be evident until the new Katikati Library is complete.	😞
Number of physical visits per annum.	≥300,000	305,035	310,889		😊
We will be responsive to customers requests for service					
Percentage of service requests resolved within specified timeframe.	≥95%	94.8%	94%	Benchmark of 95% not achieved due to activities impacted on several major weather events this year.	😞
Percentage of customers that lodged a request for service who are satisfied with action taken.	≥95%	94.8%	94%	This result excluded the 40 incidents where action was taken but not within the agreed timeframes. If these were included our result is 97.5%.	😞
Percentage customer satisfaction with service provided by frontline staff based on two-yearly survey.	NO SURVEY	NO SURVEY	89.5%	The next survey will take place in 2018.	
We will provide cemeteries at Katikati, Maketu, Oropi and Te Puke (excludes old Te Puke cemetery as there are no further plots available for purchase)					
Number of cemeteries where plot availability is >30% of annual plot requirements or 5 plots at any one time.	4	4	4		😊
Partnerships with hall committees will be maintained					
Number of partnership agreements in place with existing hall committees. Three halls are not on Council's land so no agreement in place.	15	15	15		😊
Minimum number of notifications (per year) each hall committee will receive regarding annual budget and policy changes.	2	2	3		😊
We will provide and maintain 70 pensioner units in Katikati, Te Puke and Waihi Beach					
Percentage of service requests actioned within agreed timeframes.	≥90%	94%	100%	All available units tenanted. Units unavailable when maintenance completed between tenancies.	😊
Pensioner housing occupancy rates.	≥90%	100%	97%		😊
Percentage of pensioner housing annual inspections completed.	100%	100%	100%		😊
Emergency Management services will be provided					
Percentage of Emergency Operations Centre (EOC) staff trained to operate the emergency operations centre.	≥75%	84%	134%		😊

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	
	TARGET	RESULT	RESULT		
Percentage of roles in the Emergency Operation Centre (EOC) that are filled.	≥75%	126%	75%	Council has 38 roles to fill in the EOC, and have 48 staff appointed to the roster.	
Number of community initiatives to promote emergency readiness and response (i.e. emergency plans and actions identified).	8	11	8		

FUTURE INITIATIVES

Council will be taking the opportunity to review its role in regard to community development. Future communication and engagement tools are moving to online channels and targeted communications for key communities of interest.

The place of libraries in our communities is changing to meet community needs. We have recognised the future opportunities and joined a futures thinking group for library managers. This group will be considering what libraries may look like in the future for the Bay of Plenty region.

We will continue to support the government 'Stepping UP' initiative, a free community-based training that helps people build their digital skills in small easy steps, in subjects that enhance their work and home lives. Council provides the venue and computers to assist with this learning opportunity.

COST OF SERVICE STATEMENT

COMMUNITIES

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Libraries, information and service centers	2,999	2,807	2,743
Community building and service contracts	1,859	1,506	1,268
Housing for older people	527	498	471
Cemeteries	142	150	156
Community halls	300	411	251
Civil defence emergency management	642	531	602
Total operating expenditure	6,468	5,903	5,490
Analysis of expenditure by class			
Direct costs	4,373	4,174	3,736
Overhead costs	1,661	1,283	1,432
Interest	(108)	(48)	(73)
Depreciation	542	494	395
Total operating expenditure	6,468	5,903	5,490
Revenue			
Targeted rates	2,066	2,005	1,846
User fees	65	75	75
Subsidies	18	634	37
Other income	754	526	522
Total revenue	2,904	3,240	2,480
Net cost of service - surplus/(deficit)	(3,564)	(2,663)	(3,010)
Capital expenditure	480	4,428	342
Total other funding required	(4,044)	(7,091)	(3,352)
Other funding provided by			
General rate	3,523	3,175	3,288
Debt increase/(decrease)	102	1,299	(4)
Proceeds from sale of assets	(32)	-	63
Reserves and future surpluses	451	2,617	5
Total other funding	4,044	7,091	3,352

MAJOR VARIANCES

Capital expenditure was \$3.95m lower than budget, resulting in work being re-budgeted to 2017/18. This includes the Katikati Library and Te Puke Hall strengthening projects, which both incurred delays. As a result, subsidy income and reserve funding is lower.

General Rate allocation increased by \$235k compared to last year. This increase partly funded the \$380k increase in staff resources for the activity.

RECREATION AND LEISURE



RECREATION AND LEISURE

OVERVIEW

A sustainable, liveable community is one which can draw on well-planned recreational opportunities which are part of the 'live, learn, work, play' SmartGrowth philosophy. Whether it's fishing, hunting, swimming at the beach, river rafting, a concert in a park, strolling along the harbour edge, kicking a ball around, the outdoors is the place to do it.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Recreation and leisure facilities are well planned and safe to meet the diverse and changing needs of our community.

OUR GOALS

- Provide safe, healthy and appropriate facilities
- Provide a basic range of public facilities across our District
- Work and collaborate with the wider community including Tangata Whenua to provide and promote recreation and leisure facilities
- Support provision of sub-regional recreation and leisure opportunities
- Protect important natural environment, cultural and heritage values
- Ensure resources are secured to provide for future public recreation and leisure needs in response to population growth, changing recreational trends and the changing demographics of our communities.

2016/17 HIGHLIGHTS

We have made significant gains in the development of cycle ways throughout our district. This development is a local response to the national cycle way initiatives and the changing recreation choices of our growing population. Key cycle way developments include:

- Completion of the Uretara cycle way bridge which provides a link within the Katikati community that was previously divided by the Uretara Stream.
- Completion of section two of the Omokoroa cycle way from Tinopai Reserve to Lynley Park which was officially opened in July 2017. This cycle way is the result of the council and community board working with NZ Transport Agency and NZ Community Trust.
- The completion of the planning, design and the resource consent process for the cycle ways network in and around Waihi Beach and Bowentown.

The Te Puke skate park facility opened in May 2017. This was the culmination of a successful collaboration between council and the Te Puke community. While council and the community board committed funds to this project. Additional funding received from Sovereign Trust and TECT as well as donations from the community were central to the completion and success of this project.

The development of the Waihi Beach trig walking trail is an extremely popular project with local residents and visitors to our district. This trail connects the water reservoir reserve up to the trig lookout point and provides panoramic views of the magnificent Bay of Plenty.

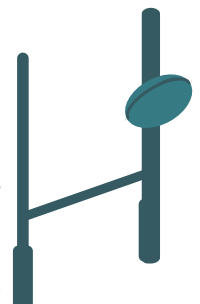
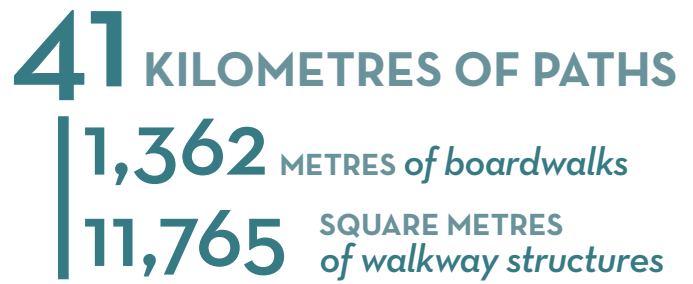
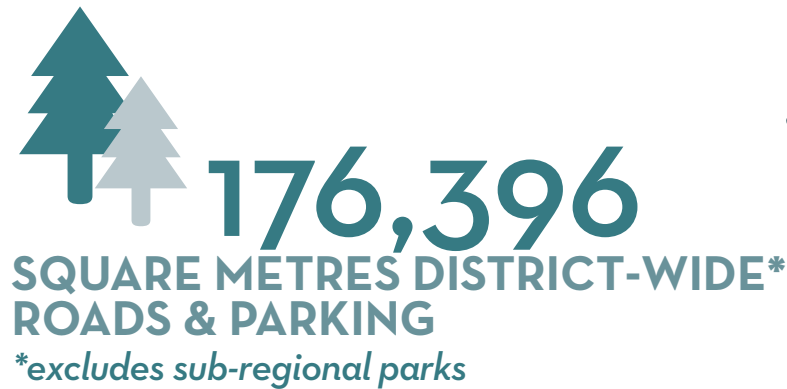
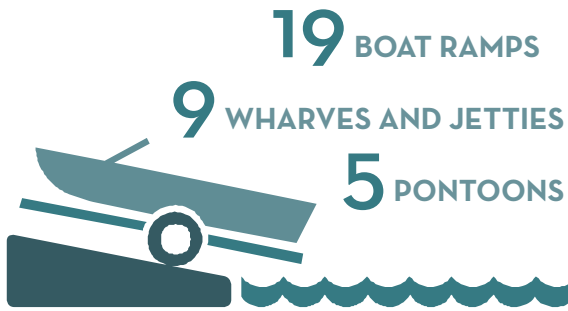
The visitor numbers to the TECT All Terrain Park continue to grow. This is largely a result of the number of user groups utilising facilities and the investment by the groups in developing their facilities.

In May 2017 Council adopted the Regional Spaces and Places Strategy. Sport BOP co-ordinated the development of this strategy which was 50 % funded by Sport NZ. The councils within the Bay of Plenty region have worked with Sport BOP to develop the strategy regarding the provision of new and replacement recreation facilities through out the region. Sport BOP will champion the implementation of this strategy.

Other key developments and initiatives include:

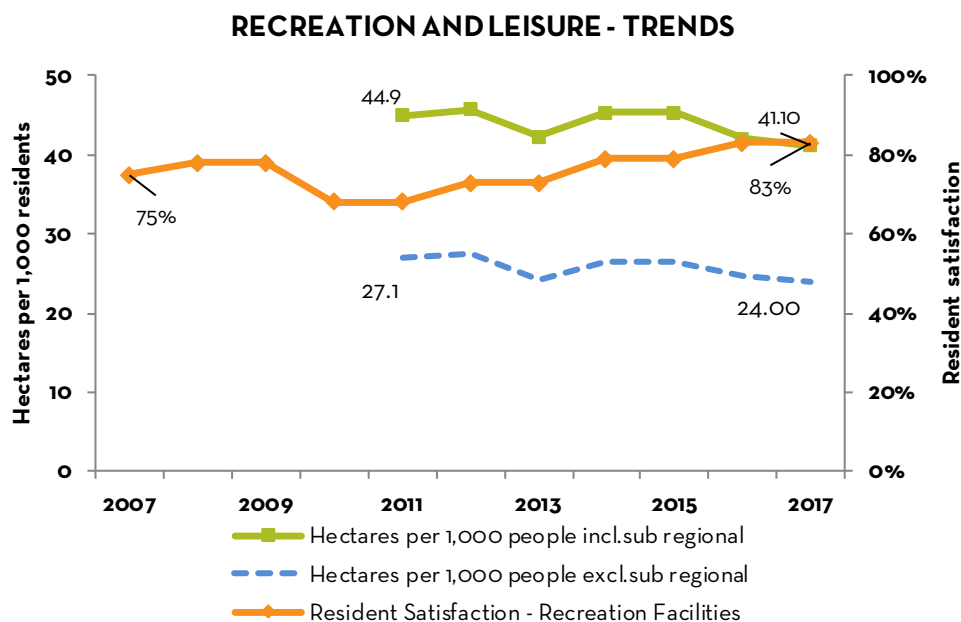
- Kaimai Reserve Management Plan was adopted in October 2016
- New playgrounds were installed at Ngaparoa Reserve in Maketu and Midway Park in Pukehina
- Clearing walking tracks as recent weather events caused a number of slips around the harbour
- National recognition of the Omokoroa skate path through a NZ Recreation Association Merit Award.

WHAT WE PROVIDE



SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure Total hectares of park land provided for recreation or conservation purposes per 1,000 residents.					
<ul style="list-style-type: none"> Excluding sub regional parks (TECT All Terrain Park and Huharua Harbour Park) 	≥25.0 HA	24.0	24.6	There has been significant population growth in the District, so existing reserves are shared by more people. New reserves from recent residential development are not yet in effect. When developed this may enhance the ratio.	☹️
<ul style="list-style-type: none"> Including Council's share of sub-regional parks. 	≥40 HA	41.1	42.0		😊
<i>Please note: The decreasing trend is recognising population growth in the District and that facilities will be shared by more people.</i>					
Key Resident Measure Two-yearly survey of resident satisfaction with reserves and recreational facilities and amenities. Based on residents who are 'very satisfied' and 'satisfied'.	≥75%	83%	83%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 57%.	😊
Supporting Measures Percentage of recreational facilities that have a condition rating ≤ 3 (1 excellent, 5 very poor as defined in the NZ Park and Recreation Asset Grading Standard manual).	≥90%	94.9%	94.7%		😊
Percentage of annual work programme completed as identified in the Recreation and Leisure Strategy and Action Plan. This identifies the total annual actions required for this strategy.	≥90%	86%	97%	Project delays due to awaiting actions from third parties and unplanned asset renewals affecting the timing of scheduled renewals.	☹️

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Percentage of reserve management plans that have been reviewed (3 yearly cycle) in accordance with the Reserve Management Act 1977.	NO REVIEW	NO REVIEW	100%	Next review will take place in 2017/18.	

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
We will provide a basic range of public facilities across our District					
Number of community safety initiatives supported by Council,					
• Actively maintained parkland (excludes sports parks)	≥5	4.89	5.0	Due to the population growth in the district park land available per 1,000 residents in reducing.	☹️
• Natural land	≥20	18.71	19.1		☹️
• Sports parks.	≥1.5	1.45	1.5	New reserves from recent residential development are not yet in effect.	☹️
<i>Please note: this excludes the joint sub-regional TECT All Terrain Park and Huharua Harbour Park.</i>					
Number of recreational facilities provided:					
• Playgrounds per 1,000 children (under 15 years old)	≥3	2.9	2.9	Due to population, growth in the district playgrounds per 1,000 children is reducing.	☹️
• Skateparks/paths facilities	6	6	6		😊
• Boat ramps	18	18	18		😊
• All tide boat ramps.	2	2	2		😊
Number of Council funded swimming pools (Katikati and Te Puke).	2	2	2		😊
Number of toilet facilities provided.	68	71	71		😊
Level of reserve-user satisfaction as monitored by the two-yearly intercept surveys ('satisfied' or 'very satisfied').	NO SURVEY	NO SURVEY	NO SURVEY	Next survey is scheduled for 2018.	
<i>Please note: the decreasing trend is recognising population growth in the District and that existing facilities will be shared by more people.</i>					
We will provide sub-regional parks per the joint partnership with Tauranga City Council					
Achieve Green Flag accreditation for the TECT All Terrain Park on a three yearly basis.	ACHIEVED	ACHIEVED	ACHIEVED		😊

FUTURE INITIATIVES

It is anticipated that the district will continue to grow, which increases the demand for recreation facilities. Additional neighbourhood reserve land and esplanade reserves are being vested in council. This is a result of ongoing subdivisions being undertaken in the current growth phase. Over time, this land will be developed into facilities to meet the recreation needs of communities.

We will continue to develop the cycle ways within our district. This will include further development and linkages to existing cycle ways in the eastern area of our district. The development

of cycle ways in and around Waihi Beach and Bowentown will commence in 2018. The Omokoroa to Tauranga cycle way will be completed in the 2018/19.

In collaboration with the various communities within our district we will continue to develop facilities that meet their recreational needs. This includes the tennis court and playground facilities at Omokoroa.

The current Reserves Maintenance Contract will finish in June 2018. This is a 10 year contract, and a new contract will be retendered in early 2018.

COST OF SERVICE STATEMENT

RECREATION AND LEISURE

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
District reserves	4,362	4,264	4,027
Motor camps	64	46	48
Swimming pools	368	335	377
Harbour structures	865	781	814
Sub-regional parks	850	925	689
Total operating expenditure	6,509	6,351	5,955
Analysis of expenditure by class			
Direct costs	4,068	3,665	3,331
Overhead costs	864	964	931
Interest	(101)	120	9
Revaluation movement	25	-	-
Depreciation	1,652	1,602	1,684
Total operating expenditure	6,509	6,351	5,955
Revenue			
Targeted rates	-	174	-
User fees	15	24	28
Financial contributions	2,302	1,690	1,788
Subsidies	72	476	124
Vested assets	-	-	220
Forestry revaluation	911	-	847
Other income	1,008	675	750
Total revenue	4,308	3,039	3,757
Net cost of service - surplus/(deficit)	(2,201)	(3,312)	(2,199)
Capital expenditure	1,550	3,513	1,979
Vested assets	-	-	220
Total other funding required	(3,751)	(6,825)	(4,398)
Other funding provided by			
General rate	5,044	4,899	(4,329)
Debt increase/(decrease)	(11)	185	(10)
Reserves and future surpluses	(1,283)	1,741	79
Total other funding	3,751	6,825	4,398

MAJOR VARIANCES

Financial contributions were \$513k higher than budget due to increased growth in the District.

Direct costs were \$737k higher than the previous year due to higher costs including site maintenance, plant / pest control and grants.

Other income was higher than the previous year due to proceeds from forestry harvesting at the TECT All Terrain Park.

REGULATORY SERVICES



REGULATORY SERVICES

OVERVIEW

As a regulator we are required to take a balanced response to decision-making by considering the competing rights of individuals and groups to undertake particular activities.

Our decisions on these activities are influenced by:

- Legislation, regulations and national standards that we are required to comply with
- The opportunities we take to develop local policies, plans and by-laws to regulate local issues.

Our Regulatory Services Strategy includes activities which protect people and the environment by regulating and licensing aspects of commercial services and private behaviour where well-being issues arise. These activities include:

- Animal control services
- Building services
- Resource consent services
- Community protection.

Overall we aim to provide high quality regulatory services in a fair and impartial manner, ensuring that customers are kept fully informed at key stages in the service delivery process.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Regulatory services support community well-being.

OUR GOALS

- Animal control services - provide a safe environment for the public taking into account the needs of animal owners
- Building services - building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- Resource consent services - the quality of the environment enjoyed by residents and visitors is maintained and enhanced
- Community protection - protect and preserve the environment and public health and safety by minimising risks from nuisance and offensive behaviour.

2016/17 HIGHLIGHTS

Animal Services

The Wander Dog Walk series was a successful initiative and provided an opportunity for dog owners to engage with our animal services team. Over a six-month period eight walks were held throughout the District.

In conjunction with the Department of Internal Affairs, we participated in the de-sexing campaign. The purpose of this national campaign was to reduce the risk of harm from high risk dogs. This campaign has resulted in 43 dogs being de-sexed.

The significant growth in the District has resulted in an increase in the number of dogs by 2%. In spite of this, we have achieved our target of 98% registration of known dogs within our District.

Compliance and Monitoring

The implementation of the Food Act 2014 required changes to the registration of all food businesses within our District. Our Environmental Health Inspector has worked closely with these food outlets to ensure that the government targets were met and food businesses have now transitioned in year one.

In response to the changes in the Building Act, we commenced swimming pool inspections. The purpose of this is public safety and to ensure that swimming pool areas are fenced.

In the area of resource consent compliance monitoring there has been a significant increase of approx. 200 additional resource consents requiring monitoring. This is reflective of the increase of resource consents granted in prior years.

The growth within the District has led to the identification of more non-compliant activities i.e. illegal work or illegal use of a building. Under the Building Act 15 notices to fix have been issued and where necessary infringement fines have been used to achieve compliance. For resource consents one infringement notice has been issued and 18 abatement notices have been issued. Non-compliance with an abatement notice may result in court action.

Resource Consents

During the year we continued to respond to the significant growth and development in the District. This is reflected by the increase in both land use consents (18%) and subdivisions (5%), although the latter has seen subdivisions of much greater lot numbers received for processing. In Omokoroa nearly 1,000 new lots have been created which will consequently have a flow into the building consents function.

We completed our Land Information Memorandum (LIM) development which provides an end to end on-line electronic service. This electronic process went live in May and has proved very successful. Overall, our LIM applications have reduced by 32% in the past year.

Building Consents


There was significant growth in the building consents area particularly in building inspections which increased by 28.5% from 2016. The high number of building consents granted in 2016 was the main reason for this. Overall, the value of building works is \$129.5m, a decrease of 5.43% from the previous year.

We continued working on the earthquake prone building national register. An assessment process has been created to ensure a consistent and accurate approach. Our focus is on critical buildings, which is defined as those that are on the main transport routes. Where issues are identified, we serve notice to the building owner.

Ministry for Business and Innovation is working on a 'Go Shift' project across a number of councils. This initiative will develop an on-line portal that holds process documentation. While we are not actively pursuing this initiative due to systems we have in place it does facilitate councils cross working i.e. other councils can assist in processing consents, which is considered beneficial to us.

We have developed an on-line building consent process, which enables consents to be lodged and processed electronically. This had a soft launch in June 2017 and it will be fully implemented by September 2017.

WHAT WE PROVIDE



RESOURCE CONSENT AND MONITORING

BUILDING INSPECTIONS

.....



BUILDING CONSENT PROCESSING



PARKING WARDENS

MOBILITY CAR PARKS



FOOD PREMISES INSPECTION LICENSING - FOOD AND LIQUOR

NOISE CONTROL



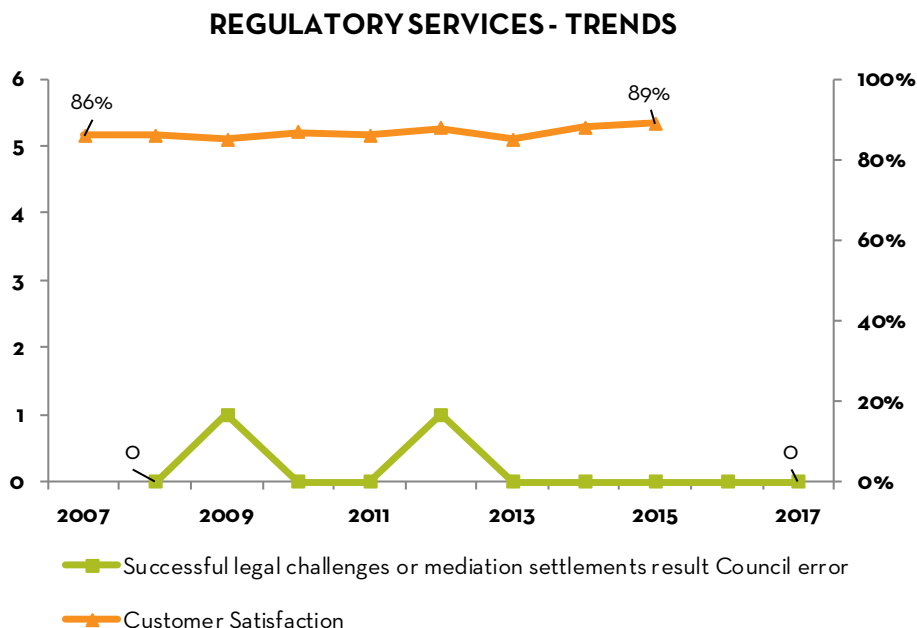
DOG POUNDS

ANIMAL CONTROL OFFICERS



SERVICE PERFORMANCE RESULTS











RESULT TRENDS FOR KEY MEASURES



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure Number of successful legal challenges or mediation settlements made as a result of Council staff error (excludes weathertightness claims).	0	0	0		☺
Key Resident Measure Percentage level of customer satisfaction based on customer survey of regulatory services. (This survey includes resource consents, building and animal control services, liquor licencing and registered premises).	≥85%	0	NO SURVEY	Survey not completed as Council is moving to 'real time' surveys.	☹

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Resource consent applications will be processed within the statutory timeframe and their compliance monitored					
Percentage of all resource consent applications processed within statutory timeframes.	100%	94.2%	99%	18% increase in land use consents received and 5% increase in subdivision applications. The subdivision applications received have been more complex due to high number of lots involved.	
Percentage resource consents monitoring schedule completed to ensure compliance with consent conditions	100%	94%	96%	Increase of 212 consents requiring monitoring from the previous year. In addition to this the biannual toe of the dune monitoring was required.	
Number of successful resource consent appeals.	0	1	0	There was one successful challenge. An Environment Court Appeal overturned in Council's Regulatory Hearings Committee decision for the Z Energy service station at Paengaroa.	
Building and health applications and plan checking will be processed within statutory timeframes					
Percentage of building and health applications and plan checking processed within the statutory timeframes	100%	99%	81%	High number of building applications received, and ability to obtain staff to process applications impacted on ability to meet statutory timeframes.	
Land Information Memoranda (LIM) and Project Information Memoranda (PIM) will be processed within the statutory timeframe (10 days)					
Percentage of LIM and PIM applications processed within the statutory timeframe (10 days).	100%	99.8%	99.8%	All LIM applications were processed within statutory timeframes however only 99.6% PIM's processed within statutory timeframes.	
Known dogs in our District are registered					
Percentage of known dogs in our District that are registered.	≥98%	98%	98.4%	8720 of 8893 dogs were registered.	
We will respond to customer service requests in a timely manner					
Percentage of service requests received that are actioned within specified timeframe.					
• Animal	≥90%	98%	98%		
• Building	≥90%	80%	73%	The processing of building consent customer service requests is dependent on building inspector availability and urgency of the request.	
• Health	≥90%	92%	89%		
• Resource consent compliance and enforcement.	≥90%	97%	99%		

FUTURE INITIATIVES

The Resource Law Amendment Act passed in April 2017. As a result, a number of consenting matters come into effect by October 2017. This Act will enable fast track consenting and national plan standards. It will also require Council to move from charging financial contributions to the development contributions regime under the Local Government Act by 2022. This Act also formalises the participation and engagement of iwi and tangata whenua in the resource management process through Mana Whakahono A Rohe guidelines.

There have been changes to the Building Accreditation Regulation effective on 1 July 2018. This introduced changes to how IANZ and MBIE undertake the BCA audit process. Our next accreditation audit will take place in February 2018.

There are changes proposed to the Dog Control Act. The Bill encompassing the changes will be considered by government in early 2018. It is anticipated these changes will focus on owner behaviour of high risk dogs and owner suitability.

We are currently working on the design for purpose built animal shelters at Katikati and Te Puke to meet animal welfare standards. It is anticipated that construction of these shelters will commence in 2018.

COST OF SERVICE STATEMENT

REGULATORY

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
District Plan implementation	1,621	1,528	1,495
Building and health	4,019	3,062	3,709
Animal control	701	701	689
Compliance and monitoring	944	731	800
Total operating expenditure	7,285	6,022	6,693
Analysis of expenditure by class			
Direct costs	4,820	4,352	4,899
Overhead costs	2,412	1,654	1,748
Interest	(10)	(10)	(8)
Depreciation	64	26	54
Total operating expenditure	7,285	6,022	6,693
Revenue			
User fees	5,548	4,861	5,350
Other income	93	49	72
Total revenue	5,641	4,910	5,422
Net cost of service - surplus/(deficit)	(1,645)	(1,112)	(1,271)
Capital expenditure	-	-	-
Total other funding required	(1,645)	(1,112)	(1,271)
Other funding provided by			
General rate	1,911	1,936	1,938
Reserves and future surpluses	(266)	(824)	(667)
Total other funding	1,645	1,112	1,271

MAJOR VARIANCES

Continued growth and development activity within the housing market has seen an increase in user fees compared to both budget and prior year.

An increase in staffing costs and consultation fees to manage the increased activity has been offset by savings in legal fees when compared to the previous year.

An increase in overhead costs is primarily due to increased staffing levels.

TRANSPORTATION



TRANSPORTATION

OVERVIEW

Provision of a safe and effective transportation network contributes to the health and well-being of the community. An efficient transport network enables economic development that is of district, regional and national importance. The network provides strategic transport links to the major Port of Tauranga that has the largest maritime import/export freight volumes in New Zealand.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Transportation networks are safe, affordable, sustainable and planned to meet our Community's needs and support economic development.

OUR GOALS

- Transportation networks support and promote economic development
- The impact on the environment of the transportation system is mitigated where practicable
- Transport systems enable healthy activity and reduce transport-related public health risks
- Transport systems improve access and mobility
- Land use and transportation network planning are integrated.

2016/17 HIGHLIGHTS

The revocation of State Highway 2 to become a local road continued in 2017. The new road, Te Puke Highway runs from the railway over bridge near the Domain Road round about to the Paengaroa roundabout. Rehabilitation work and the installation of safety line marking completed the revocation process in June 2017.

The Te Puke town centre was also part of this revocation process. The status of Jellicoe St changed from SH2 to become a local road. Significant work was completed including changes to the parking layout, kerb and channelling work, drainage improvements, safety improvements to the pedestrian crossing and streetscape work. These improvements were undertaken in close consultation with the Te Puke community.

There were three significant storm events during the year. These storms resulted in several slips and fallen trees. Emergency works were undertaken to maintain access for road users.

The Omokoroa Road capacity upgrade commenced. This is year one of a two year project and includes pavement

rehabilitation, seal widening and safety improvements. It will also accommodate additional utility infrastructure works to meet the needs of this growing community. This work includes new trunk stormwater and sewerage main, an upgraded water main as well as partially undergrounding the power supply and the installation of fibre optic cables, in conjunction with the utilities companies.

We continued to work through our agreed work programme for the year. Works included:

- Seal extension work on Leyland Road, Alley Road, Martha Lane and Sharp Road was completed. These roads were previously unsealed
 - Seales Road bridge replacement
 - Re-seal programme resulted in 185 lane kilometres of reseals
- During the year we applied for and received \$10m co-investment funding for the half share of the Council's roading maintenance, operations and asset renewals expenditure.

WHAT WE PROVIDE

1,057 KILOMETRES

of network with connections to state highways



Urban roads:

157.3 KILOMETRES

Rural roads:

899.2 KILOMETRES

Sealed roads:

866.76 KILOMETRES

Un-sealed roads:

182.50 KILOMETRES

101
BRIDGES

73
CULVERTS
greater than 1.4m diameter

162.7 KILOMETRES
HARD SURFACED FOOTPATHS

1,371 METRES
METALLED SURFACED FOOTPATHS

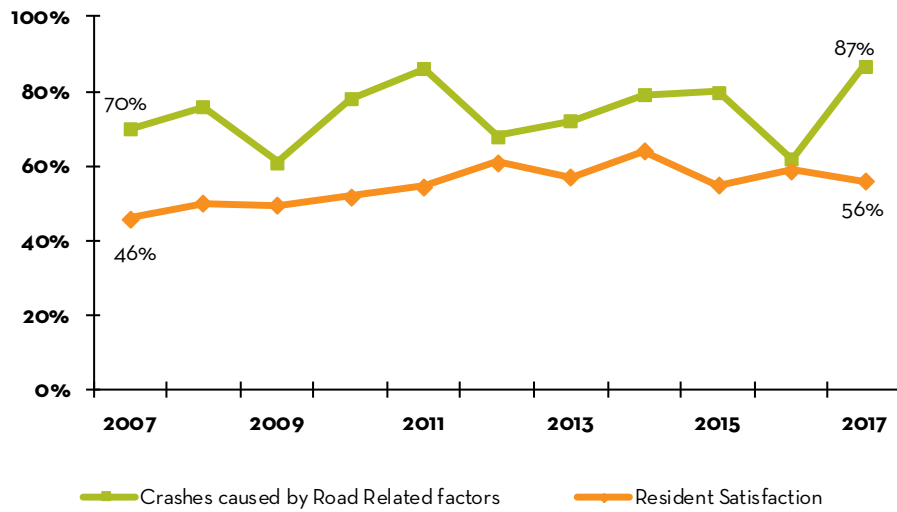
2,408
STREETLIGHTS

6,164
ROAD SIGNS

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES

TRANSPORTATION - TRENDS



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVE
	TARGET	RESULT	RESULT		
Key Performance Measure The percentage of crashes caused by road-related factors compared to Council's peer group. (Small-medium councils as grouped by the New Zealand Transport Agency). Note: (A lower percentage is a favourable result for us).	≤90%	87%	62%		😊
Key Resident Measure Facilities and services provide social benefits to the whole community. The level of satisfaction with our Transportation activities (roading, cycling and walkways) as monitored by the Annual Residents' Survey, the percentage of residents who are 'very satisfied' and 'satisfied'.	≥60%	56%	59%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 54%.	😞
Supporting Measure The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network.	0	(6)	4	There were 13 fatal/serious injury crashes during the year compared to 19 the previous year. This calculation uses the crash analysis system reports at a point in time. As a result the 2016 initial result of 15 was updated to a final result of 19.	😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVE
	TARGET	RESULT	RESULT		
We will respond to customers transport related issues					
The percentage of customer service requests relating to roads and footpaths to which Council responds within 10 days.	≥90%	85%	92%	The service requests that take longer to resolve are trees on local roads and drainage.	☹️
Level of customer satisfaction with action taken to resolve service requests.	≥90%	90%	93%		😊
The network and its facilities are up to date, in good condition and fit for purpose					
The average quality ride on a sealed local road network, measured by smooth travel exposure.	96%	95%	94%	Slightly below target. Te Puke Highway post construction High Speed Data Survey next year (post construction) will improve the result for 2018.	☹️
There are a number of potential defects that develop within the pavement structure and its surface. This condition index is a weighted measure of the fault types.					
• Sealed Roads	0.3	0.2	0.28	Condition index for both sealed and unsealed roads was better than target.	☹️
• Unsealed roads	3.0	2.3	2.51		☹️
Please note: (0 = defect free; 5 = unsatisfactory).					
The percentage of the sealed local road network that is resurfaced.	≥7%	17.9%	7.6%		😊
Adverse environmental effects, such as dust, noise and vibration are managed effectively					
Length of unsealed roads (km).	185KM	182.5KM	190 KM		😊
Number of successful prosecutions for non-compliance with Resource Management Consents and Heritage New Zealand Pouhere Taonga Act 2014 by the Bay of Plenty Regional Council or Heritage New Zealand.	0	0	0		😊
The road network is convenient, offers choices for travel and is available to the whole community					
The percentage of footpaths that fall within the level of service or service standard for the condition of footpaths as identified in the transportation asset management plan.	100%	100%	94.4%		😊
Total length of cycleways and walkways	172,000M	168,103	165,997M	Target not achieved due to delays with the Omokoroa - Tauranga cycleway. This is scheduled for completion in June 2018.	☹️

FUTURE INITIATIVES

New Zealand Transportation Agency are currently working with stakeholders in regard to state highway corridor safety and capacity improvements. Council as a stakeholder is involved in the development of the programme business cases which are looking at the future demand of each corridor and the types of interventions that will over time address the projected user demands. The areas of focus are:

- State Highway 29, State Highway 1 and the East Coast Main Trunk Railway
- Tauriko and Western Corridor
- Tauranga Network (city)
- SH2 Waihi to Te Puna safety improvements
- SH2 Katikati Urban and Katikati bypass

- SH33 safety improvements
- Public transport operating model (Regional).

We will continue to respond to the growth that is occurring throughout our District through the implementation of structure plans and working closely with our communities.

We will seek to obtain an 85% co-investment contribution from NZ Transport Agency for the installation of low energy light emitting diode (LED) lighting throughout the District. This is a one off opportunity and if successful, it will reduce our power consumption for street lighting by 60%.

COST OF SERVICE STATEMENT

TRANSPORTATION

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Transportation	19,862	19,361	21,451
Total operating expenditure	19,862	19,361	21,451
Analysis of expenditure by class			
Direct costs	9,391	8,783	9,771
Overhead costs	1,069	1,225	1,161
Interest	1,020	988	1,066
Depreciation	8,381	8,366	9,453
Total operating expenditure	19,862	19,362	21,451
Revenue			
Targeted rates	44	43	44
User fees	43	-	36
Subsidies	10,087	6,775	6,764
Roading rate	13,963	13,609	13,490
Financial contributions	3,396	2,260	2,542
Vested assets	1,970	217	40,936
Other income	343	261	1,440
Total revenue	29,846	23,165	65,252
Net cost of service - surplus/(deficit)	9,985	3,803	43,802
Capital expenditure	13,970	17,954	6,639
Vested assets	1,970	217	40,936
Total other funding required	(5,956)	(14,368)	(3,773)
Other funding provided by			
General rate	51	51	50
Debt increase (decrease)	(265)	(265)	(363)
Proceeds from sale of assets	-	-	4
Reserves and future surpluses	6,170	14,582	4,083
Total other funding	5,956	14,368	3,773

MAJOR VARIANCES

Capital expenditure totalled \$13.97m and included Omokoroa Road development (\$3.1m), Eastern Arterial Road in Te Puke (\$1.8m), One Network Maintenance Contract, managed by Opus/Westlink (\$3.7m), minor improvements (\$4.0m) and cycling/walkways (\$1.4m).

Direct costs are \$608k higher than budget. Additional pavement maintenance was carried out in the year.

Subsidy income was \$3.3m higher than both budget and prior year. This relates to the timing of capital works and minor improvements eligible for New Zealand Transport Authority Funding.

Financial contributions were higher than both budget and prior year due to continued growth and development in the District.

Vested assets in the prior year included the Te Puke Highway (formally State Highway 2) vested from the New Zealand Transport Authority.

WATER SUPPLY



WATER SUPPLY

OVERVIEW

We supply potable (drinking) water to approximately 37,000 people in our District through the water infrastructure operating in the Western, Central and Eastern supply zones. We have a varied customer base including residential, commercial, horticultural and agricultural users.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Water supply is provided to our Community in a sustainable manner.

OUR GOALS

- Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones
- Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.

2016/17 HIGHLIGHTS

We continued to identify appropriate water sources to meet the needs of our growing communities. Construction has commenced on a second bore at Ohourere, and it is expected that the water will be online in the next eight months. This will cater for growth in the Omokoroa and Te Puna supply area. A second bore was installed at Pongakawa and a filtration trial to treat the high levels of manganese and iron in the raw water. A significant upgrade will be required at the treatment plant to bring this bore online.

Due to the population in Omokoroa considerable work has been undertaken. This includes construction of a new main trunk line along Omokoroa and Youngson Roads. At the special housing area a raw water bore has been commissioned for dust control. This means we are not using potable water from the network.

In the eastern supply zone the water metering has been completed and we are half way through the installations required in the western supply zone. As planned, this water metering initiative will be completed in 2018 and it will include backflow protection devices fitted to all customers throughout the district. This meets the statutory requirements of the NZ Drinking Water Standards and the NZ Drinking Water Amendment Act.

Maintenance and upgrades to our water systems continued. The majority of work was completed, in spite of difficulties in obtaining contractors to undertake work.

WHAT WE PROVIDE



Water reticulation operated in three supply zones:

-
- **WESTERN** ●
Waihi Beach, Katikati
- **CENTRAL** ●
Omokoroa, Te Puna
- **EASTERN** ●
Te Puke, Maketu, Pukehina Beach, Paengaroa

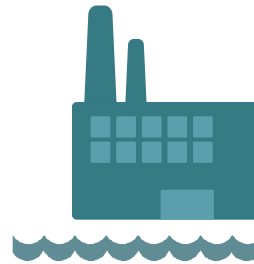


DISTRICT-WIDE WATER METERING
to be completed 2018

24 BOOSTER PUMP STATIONS

9 BORE FIELDS

10 WATER TREATMENT PLANTS



1 SURFACE SUPPLY
(Bush Dam)



24 RESERVOIRS & TANK SITES

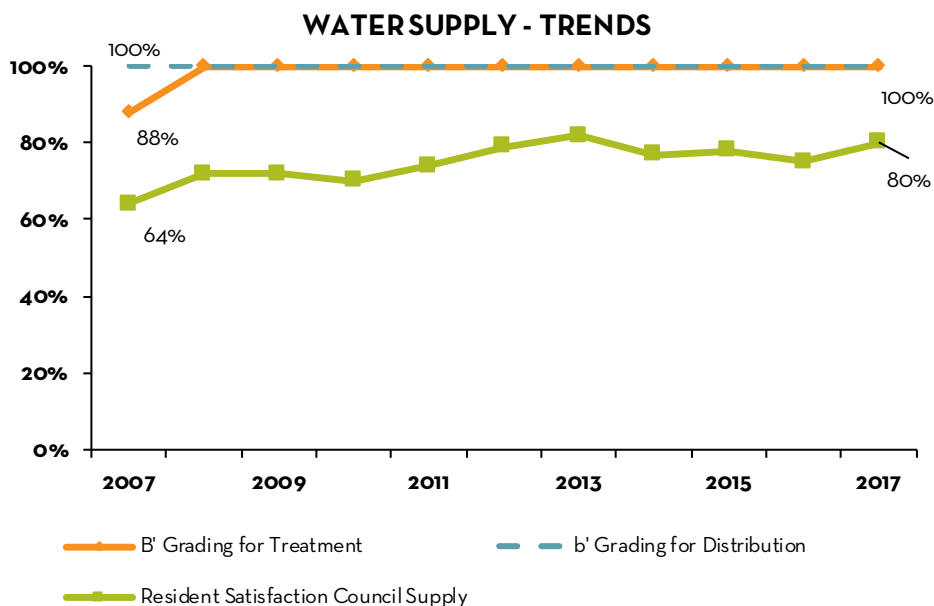


15,200 out of **15,900**

water main fronting properties are connected to Council's water supply

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES




HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure For the three supply zones the percentage of Council's treated water supply with a Ministry of Health grading as per the New Zealand Drinking Water Standards 2005 (amended 2008).					
B or better for treatment	100%	100%	100%		😊
b or better for reticulation	100%	100%	100%		😊
Key Resident Measure Level of resident satisfaction with the quality of Council's water supply as monitored by the Annual Residents' Survey, percentage of residents who are 'very satisfied' and 'satisfied'.	79%	80%	75%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 79%.	😊
Supporting Measure In a one-in-50-year drought event the ability to supply water to meet the normal daily water demand (1,100 litres per person per day).	100%	100%	100%		😊
Ability of reservoirs to provide a minimum of 24 hour average daily demand.	100%	100%	100%		😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED																					
	TARGET	RESULT	RESULT																							
We will provide good quality water to service growth within the three supply zones																										
Percentage of year where reservoirs are maintained at a minimum of 50% full, in accordance with Ministry of Health requirements.	100%	100%	100%		😊																					
We will monitor sustainable delivery and effectively manage the risks associated with the quality and quantity of the public water supply																										
The extent to which Council's drinking water supply complies with: <ul style="list-style-type: none"> Part 4 of the drinking-water standards (bacterial compliance criteria), and Part 5 of the drinking-water standards (protozoal compliance criteria). 	≥99%	100%	100%	<table border="1"> <thead> <tr> <th>Distribution Zone</th> <th>Part A</th> <th>Part B</th> </tr> </thead> <tbody> <tr> <td>Athenree</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Katikati</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Omokoroa Minden</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Pongakawa</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Te Puke</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Te Puke Bush</td> <td>Yes</td> <td>Yes</td> </tr> </tbody> </table> <p>These results are provisional, pending the assessment of compliance by the independent Drinking-Water Assessor due to water supply results being provisional.</p>	Distribution Zone	Part A	Part B	Athenree	Yes	Yes	Katikati	Yes	Yes	Omokoroa Minden	Yes	Yes	Pongakawa	Yes	Yes	Te Puke	Yes	Yes	Te Puke Bush	Yes	Yes	😊
Distribution Zone	Part A	Part B																								
Athenree	Yes	Yes																								
Katikati	Yes	Yes																								
Omokoroa Minden	Yes	Yes																								
Pongakawa	Yes	Yes																								
Te Puke	Yes	Yes																								
Te Puke Bush	Yes	Yes																								
The percentage of real water loss from Council's networked reticulation system. (this will be monitored through the water metering for the central supply area. Until water metering is completed in the eastern and western supply areas water loss will be based on a pre-defined calculation.)	≤25%	21% CENTRAL ZONE 23% EASTERN AND WESTERN ZONES	19%		😊																					
The average consumption of drinking water per day per resident.	≤270 LITRES	240 LITRES	180 LITRES		😊																					
Respond to customer issues with the water supply																										
The median response time for Council to respond to a fault or unplanned interruption to the networked reticulation system.																										
Attendance for call-outs: from the time notification is received to the time service personnel reach the site																										
• Urgent call outs	≤2 HOURS	30 MINUTES	38 MINUTES		😊																					
• Non urgent call outs	≤8 HOURS	4.9 HOURS	6.2 HOURS		😊																					
Resolution of call-outs: from the time notification is received to the time service personnel confirm resolution of the fault or interruption.																										
• Urgent call outs	≤8 HOURS	2.7 HOURS	2 HOURS & 46 MINUTES	Contractual arrangements require resolution within 48 hours. Contractor was within that timeframe but did not achieve this target.	😊																					
• Non urgent call outs	≤24 HOURS	24.5 HOURS	24 HOURS & 11 MINUTES		😐																					

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
<p>Total number of complaints received by Council about drinking water:</p> <ul style="list-style-type: none"> • clarity • taste • odour • pressure or flow • continuity of supply and <p>Council's response to any of these issues expressed per 1000 connections to the networked reticulation system.</p>	≤40	19.03	21		

FUTURE INITIATIVES

There is increasing pressure from central government and regional council in regard to our water allocation and water conservation measures. We are working in collaboration with Tauranga City Council and other councils in the region to make submissions to the Bay of Plenty Regional Council Plan Change 9 Regional Water and Land. This is in response to the National Policy Statement Freshwater Management 2014.

Water demand management will be our focus as we seek to reduce losses through the network. This will include accurate network and bulk flow metering as well as customer demand initiatives.

A review of the water charging regime and water supply by-laws will occur in 2017/2018 year.

COST OF SERVICE STATEMENT

WATER SUPPLY (DISTRICT-WIDE)

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Western water supply	3,513	3,587	3,494
Central water supply	2,853	2,781	2,521
Eastern water supply	4,169	4,296	4,068
Total operating expenditure	10,535	10,664	10,083
Analysis of expenditure by class			
Direct costs	4,847	4,601	4,380
Overhead costs	1,447	1,494	1,398
Interest	1,499	1,555	1,476
Depreciation	2,742	3,014	2,829
Total operating expenditure	10,535	10,664	10,083
Revenue			
Targeted rates	6,401	6,271	6,414
User fees	3,815	3,508	3,281
Financial contributions	1,726	898	1,277
Vested assets	280	102	236
Forestry revaluation	113	-	180
Other income	-	-	51
Total revenue	12,336	10,779	11,439
Net cost of service - surplus/(deficit)	1,801	115	1,356
Capital expenditure	4,982	4,707	4,142
Vested assets	280	102	236
Total other funding required	(3,462)	(4,694)	(3,022)
Other funding provided by			
Debt increase (decrease)	(54)	(688)	(761)
Reserves and future surpluses	3,516	5,382	3,783
Total other funding	3,462	4,694	3,022

MAJOR VARIANCES

Direct costs are higher than both budget and prior year due to increased maintenance costs.

As a result of on-going growth and development, including additional water meters, user fees and financial contributions were higher than budget and prior year.

Capital expenditure, being higher than both budget and prior year, included higher reticulation improvement costs.

COST OF SERVICE STATEMENT

WATER SUPPLY (WESTERN WATER)

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Western water supply	3,513	3,587	3,494
Total operating expenditure	3,513	3,587	3,494
Analysis of expenditure by class			
Direct costs	1,699	1,617	1,600
Overhead costs	489	557	515
Interest	322	343	354
Depreciation	1,002	1,070	1,025
Total operating expenditure	3,513	3,587	3,494
Revenue			
Targeted rates	3,079	2,999	2,787
User fees	1,068	969	925
Financial contributions	442	231	591
Vested assets	7	52	78
Forestry revaluation	113	-	180
Other income	-	-	19
Total revenue	4,708	4,250	4,580
Net cost of service - surplus/(deficit)	1,195	664	1,086
Capital expenditure	2,296	2,248	1,306
Vested assets	7	52	78
Total other funding required	(1,108)	(1,636)	(298)
Other funding provided by			
Debt increase (decrease)	(284)	(284)	(261)
Reserves and future surpluses	1,392	1,920	559
Total other funding	1,108	1,636	298

COST OF SERVICE STATEMENT

WATER SUPPLY (CENTRAL WATER)

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2015
Analysis of expenditure by activity			
Central water supply	2,853	2,781	2,521
Total operating expenditure	2,853	2,781	2,521
Analysis of expenditure by class			
Direct costs	1,362	1,219	1,115
Overhead costs	459	393	365
Interest	379	503	371
Depreciation	653	666	670
Total operating expenditure	2,853	2,781	2,521
Revenue			
Targeted rates	1,255	1,238	1,073
User fees	1,120	951	962
Financial contributions	827	375	351
Vested assets	205	30	74
Other income	-	-	14
Total revenue	3,407	2,593	2,474
Net cost of service - surplus/(deficit)	554	(188)	(47)
Capital expenditure	1,249	767	678
Vested assets	205	30	74
Total other funding required	(900)	(985)	(799)
Other funding provided by			
Debt increase (decrease)	500	(132)	(168)
Reserves and future surpluses	400	1,117	967
Total other funding	900	985	799

COST OF SERVICE STATEMENT

WATER SUPPLY (EASTERN WATER)

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2016	2016	2015
Analysis of expenditure by activity			
Eastern water supply	4,169	4,296	4,068
Total operating expenditure	4,169	4,296	4,068
Analysis of expenditure by class			
Direct costs	1,785	1,765	1,665
Overhead costs	499	544	518
Interest	798	709	751
Depreciation	1,087	1,278	1,134
Total operating expenditure	4,169	4,296	4,068
Revenue			
Targeted rates	2,067	2,035	2,554
User fees	1,628	1,589	1,394
Financial contributions	457	292	335
Vested assets	68	20	84
Other income	-	-	18
Total revenue	4,220	3,935	4,385
Net cost of service - surplus/(deficit)	51	(361)	317
Capital expenditure	1,437	1,691	2,158
Vested assets	68	20	84
Total other funding required	(1,453)	(2,072)	(1,925)
Other funding provided by			
Debt increase (decrease)	(270)	(272)	(332)
Reserves and future surpluses	1,724	2,344	2,257
Total other funding	1,453	2,072	1,925

STORMWATER



STORMWATER

OVERVIEW

Stormwater systems are built to protect buildings and property from the effects of flooding and coastal erosion. These systems include watercourses, open channels, swales and structures that channel stormwater to a final discharge point. Our systems include primary and secondary overland flow paths, stormwater detention and stormwater treatment.

There are legislative requirements regarding the quality and quantity of stormwater released and we must meet these statutory obligations. Under the Resource Management Act 1991 district councils must manage land use in a way that minimises environmental effects.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Stormwater approaches are innovative, affordable and sustainable and lead to a reduction in flooding events. (Flooding events are defined as an overflow of stormwater from a stormwater system that enters a habitable floor).

OUR GOALS

To develop a catchment based flood risk management framework that recognises and allows for the nature and behaviour of surface water systems to improve community resilience from potential flooding; by ensuring that:

- There is a localised reduction of the risk of flooding events in existing floodable areas
- There is no increase in flooding event risk to existing development from new development or land use change
- Urban development is avoided in flood-prone areas unless mitigation measures can be provided that do not affect the capacity / effective functioning of existing downstream stormwater systems
- Communities are engaged and informed about various approaches to stormwater management and their views are sought and taken into account
- Compliance and monitoring activities are carried out
- Communities are engaged and informed about various approaches to coastal erosion management and their views are sought and taken into account.

2016/17 HIGHLIGHTS

In February and March of this year we experienced significant rain events. While some flooding occurred to housing in identified flood areas the impact was significantly less than it could have been. This has been attributed to the encouragement given to Waihi Beach residents to raise their houses and the pro-active checks by the operations team to ensure all drains are clear and running well before the rain arrives.

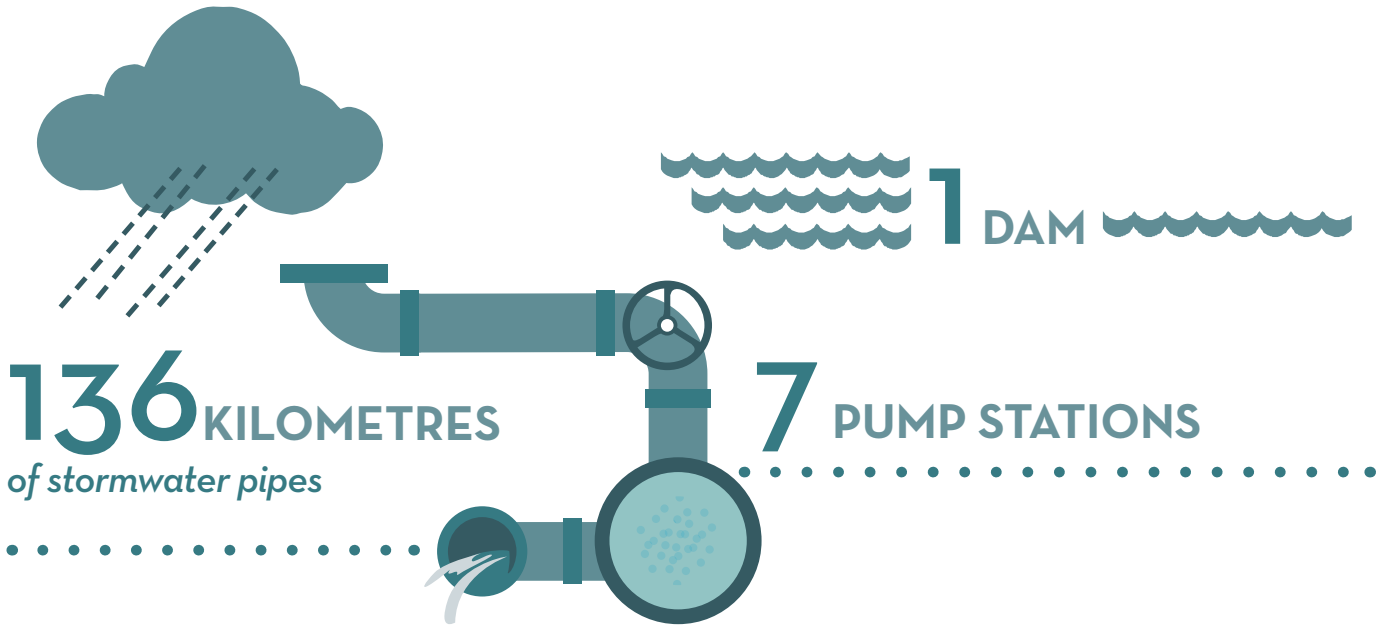
Work continued on the property erosion protection at Two Mile Creek Waihi Beach. Construction of the bank protection down stream commenced and will be completed in July 2017. The resource consent for upstream works has been lodged with the Regional Council.

The move to four comprehensive resource consents to manage stormwater throughout the district continued. A resource consent application has been lodged with the Bay of Plenty Regional Council for the Central - Te Puna and Minden area.

The stormwater modelling for Waihi Beach was completed. This modelling exercise has identified floodable areas in the Waihi Beach area and will inform future development plans in this community.

The design for a stormwater pond in Omokoroa has commenced. This pond will meet the stormwater requirements for the new developments in Omokoroa.

WHAT WE PROVIDE



2,633 MANHOLES

9 SOAKHOLES
CATCHPITS

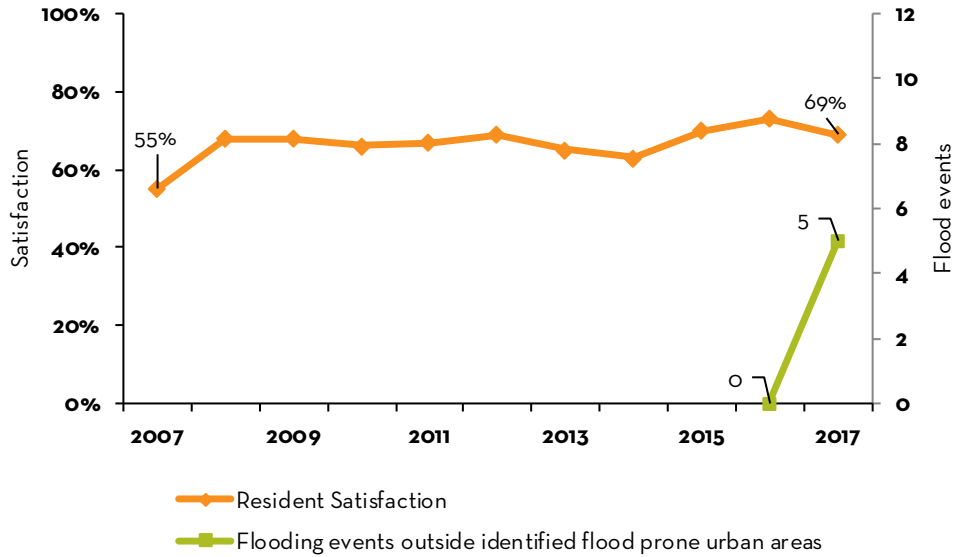
34.8 KILOMETRES
of open drains

1.2 KILOMETRES
of rising mains

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES

STORMWATER - TRENDS



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
<p>Key Performance Measure The number of times flooding occurs outside identified flood-prone urban areas during a one-in-50 year or less storm event.</p> <p>This performance measure is assessed on a per event basis i.e. flooding in more than one location in a single event will be counted as 1.</p>	≤3 EVENTS	5	0 (EVENTS)	<p>There were a total of five storm events and flooding occurred outside of flood prone areas in each event.</p> <p>This result only relates to the number of flooding to houses reported and known houses flooded. It does not include habitable floors affected and not reported.</p>	☹️
<p>Key Resident Measure Resident satisfaction level with stormwater systems, as monitored by the Annual Residents Survey; percentage of residents who are “very satisfied” or “satisfied”.</p>	≥65%	69%	73%	<p>The target and result were calculated excluding those surveyed who ‘don’t know’. The survey result including those that ‘don’t know is 60%.</p>	😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
We will provide stormwater assets to minimise risks of flooding events					
Based on the number of flooding events that occur within the District. For each flooding event (district wide), the number of habitable floors affected (expressed per 1000 properties connected to Council's stormwater system).	≤30 (3%) PER EVENT	0.05%	0		😊
For a one in ten year flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to Council's stormwater system).	PER EVENT				
Waihi Beach	≤60 (6%)	0	0	There were no one in ten year flooding event in the 2016/17 year	😊
Katikati	≤10 (1%)	0	0		😊
Omokoroa	≤10 (1%)	0	0		😊
Te Puke	≤30 (3%)	0	0		😊
Maketu	≤30 (3%)	0	0		😊
Compliance with Council's resource consents for discharge from our stormwater system, measured by the number of:					
• Abatement notices	0	0	0		😊
• Infringement notices	0	0	0		😊
• Enforcement orders, and	0	0	0		😊
• Convictions	0	0	0		😊
received by Council in relation to those resource consents					
We will be responsive to customer's stormwater issues					
The median response to attend a flooding event, measured from the time that Council receives the notification to the time that service personnel reach the site.	≤120 MINUTES	13 MINUTES	NO EVENTS		😊
The number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the Councils stormwater system.	≤30	10.8	0.8		😊

FUTURE INITIATIVES

We will continue to progress resource consent negotiations for Two Mile Creek Waihi Beach with the Regional Council and property owners. Funding is available to commence construction however work cannot commence until the resource consent is finalised.

With all the comprehensive stormwater consents now lodged with the Bay of Plenty Regional Council, we will continue the process required to finalise these consents.

The Bay of Plenty Regional Council's Regional Policy Statement provides a framework for sustainably managing the region's natural and physical resources. In compliance with this document, we are required to undertake a risk based approach to stormwater mapping. As a result, we will complete stormwater modelling throughout the district which will update information for future plan changes.

COST OF SERVICE STATEMENT

STORMWATER

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Stormwater	3,716	3,998	3,882
Waihi Beach coastal protection	105	124	115
Total operating expenditure	3,820	4,122	3,997
Analysis of expenditure by class			
Direct costs	750	803	643
Overhead costs	415	584	530
Interest	1,530	1,573	1,669
Depreciation	1,125	1,162	1,155
Total operating expenditure	3,820	4,122	3,997
Revenue			
Targeted rates	3,836	3,823	3,681
User fees	2	-	1
Financial contributions	585	704	551
Vested assets	950	274	629
Other income	207	113	2
Total revenue	5,581	4,914	4,864
Net cost of service - surplus/(deficit)	1,761	792	867
Capital expenditure	1,244	1,913	217
Vested assets	950	274	629
Total other funding required	(433)	(1,395)	21
Other funding provided by			
General rate	1,468	1,468	1,134
Debt increase/(decrease)	241	524	(401)
Reserves and future surpluses	(1,277)	(597)	(754)
Total other funding	433	1,395	(21)

MAJOR VARIANCES

Vested assets were \$676k higher than budget as a result of increased development in the District. These assets are installed by developers and vested to Council upon completion.

Other income in the year relates to contributions received for the construction of coastal protection and creek bank protection in the District, which formed a large part of the capital expenditure.

NATURAL ENVIRONMENT



NATURAL ENVIRONMENT

OVERVIEW

The natural environment of the Western Bay is one of our most valuable assets covering 212,000 hectares of coastal, rural and urban areas. The land of the Western Bay of Plenty faces north-east to the sea. To the West are the rugged bush-covered Kaimai ranges. Numerous streams drain the Kaimais, flowing down through the hills and coastal lowlands into the swampy estuaries and mudflats of the Tauranga Harbour.

The activities that are provided within the Natural Environment Strategy include:

- Environmental education programmes and initiatives delivered mostly through service delivery contracts with Wild About New Zealand and Coastcare
- Support for community based environmental projects provided by our Environmental Development Officer who helps communities to realise their capacity to drive and implement environmental projects
- Fencing subsidies to encourage the protection of important ecological areas on private land
- A small fund that can be used to support projects or initiatives that enhance the quality of the environment.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Areas of our natural environment with important environmental, cultural and heritage values are protected.

OUR GOALS

- Support the provision of environmental education and information across our District
- Support community based environmental projects.

2016/17 HIGHLIGHTS

Otanewainuku Kiwi Trust

This year Council has been involved in an agreement with Volunteer BOP to supply services as a volunteer co-ordinator for the Otanewainuku Kiwi Trust. This position is being funded by Council for one year to support this flagship environmental group. The role will provide coordination of the 100-strong volunteers already involved with the Kiwi Trust as well as undertaking recruitment, retention, induction and welcoming processes. Continued funding of this initiative will be considered as part of the long term planning process.

Community Education

We've continued to deliver environmental education programmes to our communities through our contract with Wild About NZ who currently deliver to four schools and facilitate six care groups throughout the District.

Council has continued supporting environmental education in Maketu through the Maketu Ongatoro Wetland Society. Each month they deliver a day long programme to the Maketu and Paengaroa schools which incorporates in-school lessons and field trips. These lessons make the connection between environmental science and the environment in their part of the Western Bay. Private sponsors enable Te Duke Primary to be included.

Council has also been involved in assisting environmental groups to attend training needed to complete their volunteer work such as First Aid certificates, funding workshops, and Controlled Substances Licenses (poisons).

Other initiatives include

- Wild About NZ is working with the Uretara Estuary Managers to expand their current wetland restoration programme to include four catchments. This expansion is a direct result of the success enjoyed by the group and the increasing support it is receiving from the local community.
- The Community Matching Fund continues to assist environmental projects with its dedicated environmental \$40,000 per annum.
- Pest Free Omokoroa is also being assisted by Wild About NZ and continues to successfully eradicate pests on the Peninsula and preserve their environment.
- At Matakana Island we contracted a local environmental group to undertake monitoring in three wetland areas. Although not analysed yet, the results are in, and they will provide valuable comparisons to baseline monitoring that was undertaken six years ago using the same methodologies and at the same sites. This should provide the group with some strong direction on what has worked and what hasn't and hopefully outline some of the next steps forward.

Biodiversity Management Plans

Expenditure on the biodiversity management protection programmes on private land was less than prior years. This is a natural result of the completion of protection works on many identified biodiversity areas.

The current trend is for farmers to fence and plant unprotected stream areas in conjunction with the Bay of Plenty Regional Council. Our current fund contributes up to 25% of some of

this work, (our role is the protection of existing biodiversity, not creating new sites) and this trend from biodiversity protection to soil and water conservation, highlights our traditional role within this activity is diminishing.

However the number of Biodiversity Management Plans for care groups has increased to five. These are quite comprehensive 5 year plans for the management of biodiversity sites such as dunes, foreshore, back dunes, estuaries, etc.





EDUCATION PROGRAMMES & INITIATIVES

Support for
**ENVIRONMENTAL
SERVICE DELIVERY
PROVIDERS**



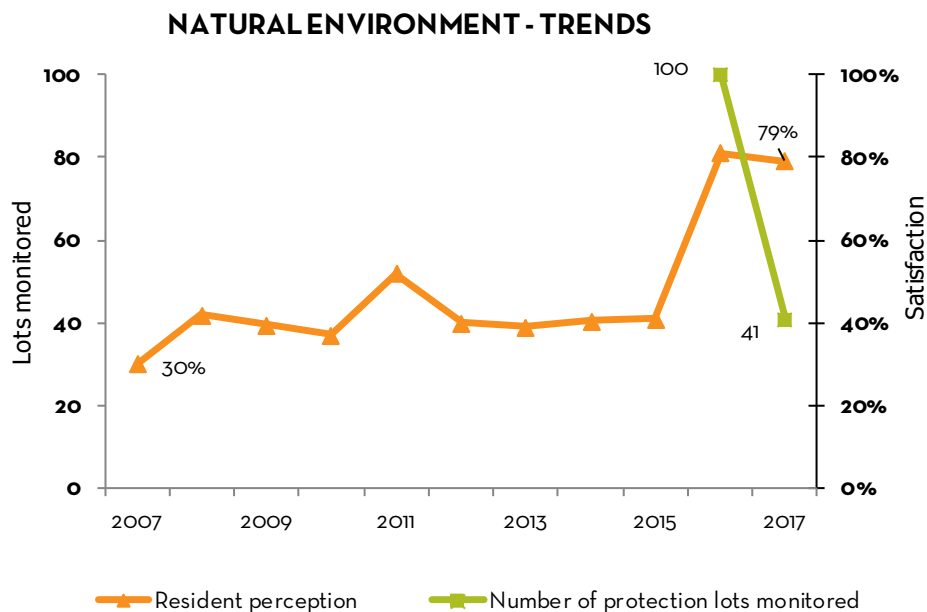
FENCING SUBSIDIES
(protected bush lots)

COMMUNITY GROUP SUPPORT

**LIAISON WITH THE REGIONAL COUNCIL
AND PARTNERS**
with a focus on environmental issues

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	
	TARGET	RESULT	RESULT		
Key Performance Measure Number of protection lots monitored to ensure compliance with covenants.	≥40%	41	100		😊
Key Resident Measure Percentage of residents surveyed who perceive the environmental attributes monitored have improved or being maintained. <i>Please note: the environmental features monitored include the quality of streams and rivers, harbours and estuaries, air quality, the amount of noxious weeds, protection of historic places, general level of cleanliness and the amount and quality of native plants and animals.</i>	≥40%	79%	81%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 70%.	😊
Supporting Measure Annual number of training initiatives supported.	≥5	3	5	Council did not lead this initiative during the 2016/17 year.	😞

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Facilitate and support community involvement in protecting and enhancing the natural environment					
Percentage of environmental groups that Council actively supports.	≥50%	47.5%	37.5%	19 groups were actively supported during the year.	☹️
Number of individual landowners actively supported to protect remnant bush and riparian zones.	≥50	5	21	The Regional Council has changed their funding model and structure, going back to 'Environmental Plans' and offering higher subsidies to land owners. Also, much of the current work is now restoration and soil and water conservation which doesn't trigger our RMA goal of 'protecting indigenous biodiversity'.	☹️

FUTURE INITIATIVES

The significant growth throughout the District has heightened the need to protect and enhance key environmental areas.

The District's urban growth studies provides a mechanism for the promotion of environmental interests and also a chance to

identify opportunities to protect our environment sooner rather than later for these new urban areas.

We will continue to work with, support and assist environmental



COST OF SERVICE STATEMENT

NATURAL ENVIRONMENT

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Environment protection grants	39	101	96
Natural environment support	292	233	271
Coastcare	42	55	46
Ecological impact fees	-	-	5
Waihi District Drainage - drains	134	121	110
Waihi District Drainage - pumps	185	190	168
Total operating expenditure	691	700	696
Analysis of expenditure by class			
Direct costs	625	655	646
Overhead costs	61	40	42
Depreciation	5	5	8
Total operating expenditure	691	700	696
Revenue			
Targeted rates	325	328	316
Financial contributions	244	180	158
Interest	-	-	-
Total revenue	569	508	474
Net cost of service - surplus/(deficit)	(123)	(192)	(222)
Capital expenditure	-	-	-
Total other funding required	(123)	(192)	(222)
Other funding provided by			
General rate	168	119	146
Environmental protection rate	45	45	45
Reserves and future surpluses	(90)	29	31
Total other funding	123	192	222

WASTEWATER



WASTEWATER

OVERVIEW

Our long term goal for wastewater is to ensure that wastewater treatment and disposal systems are sustainable and continue to meet environmental and health and safety standards. We will continue to encourage households to explore and implement measures that reduce wastewater volume per person.

We have five wastewater treatment plants at Katikati, Omokoroa, Maketu/Little Waihi, Te Puke and Waihi Beach.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Wastewater services are well planned and maintained to ensure a clean and healthy environment.

OUR GOALS

- All areas in our District served by reticulated wastewater disposal systems meet acceptable health, safety and environmental standards
- Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.

2016/2017 HIGHLIGHTS

The resource applications for Katikati and Te Puke wastewater discharge were completed and lodged with the Bay of Plenty Regional Council. If applications are successful they will allow the continued operation of the treatment plants and the discharge of treated wastewater to water (Katikati to the sea, 650m off Matakana Island and Te Puke to the Waiari River). As part of the resource consent process a significant level of consultation was undertaken with the Community and Iwi.

The non-performance of sewerage tanks has been attributed to the degradation in Tauranga Harbour. To address this wastewater options have been identified for both Te Puna West and Ongare Point. The design of the wastewater scheme was completed for Te Puna and physical works have commenced. Works are scheduled for completion by December 2017. At Ongare Point community consultation was completed and the best option for a wastewater scheme has been selected. Work will commence in 2017/2018 year.

The maintenance and upgrade of existing plants continued through out the year. This included:

- **Te Puke:** replacement of air blowers which will ensure a constant flow of air which ensures the wastewater is treated to a high quality
- **Waihi Beach:** an additional aerator was installed to increase aeration specifically for the summer months
- **Maketu:** there were significant blockages at this plant which resulted in high maintenance costs. A letter drop was undertaken to inform the Maketu Community of the issue and how to prevent it. This has resulted in a marked decline in blockages
- **Waihi Beach:** completed the desludging of the bio lagoon to improve the overall functioning of the treatment plant.

WHAT WE PROVIDE

MAKETU

37.8

- KILOMETRES
- of pipes

522

HOUSEHOLD PUMPS

2

BOOSTER PUMPS

- *treatment plant with two sequential batch reactor tanks and emergency pond*
- *discharge to land via subsurface drip irrigation*

OMOKOROA

64.4

- KILOMETRES
- of pipes

14

PUMP STATIONS

- *sewage is pumped to the Tauranga City Chapel Street plant for treatment*

TE PUKE

71.5

- KILOMETRES
- of pipes

7

PUMP STATIONS

- *treatment plant with a sequentially activated sludge system, ultraviolet disinfection and wetland*

KATIKATI

73.2

- KILOMETRES
- of pipes

14

PUMP STATIONS

- *treatment plant with aerated lagoons, ultraviolet disinfection and wetland*

WAIHI BEACH

79.0

- KILOMETRES
- of pipes

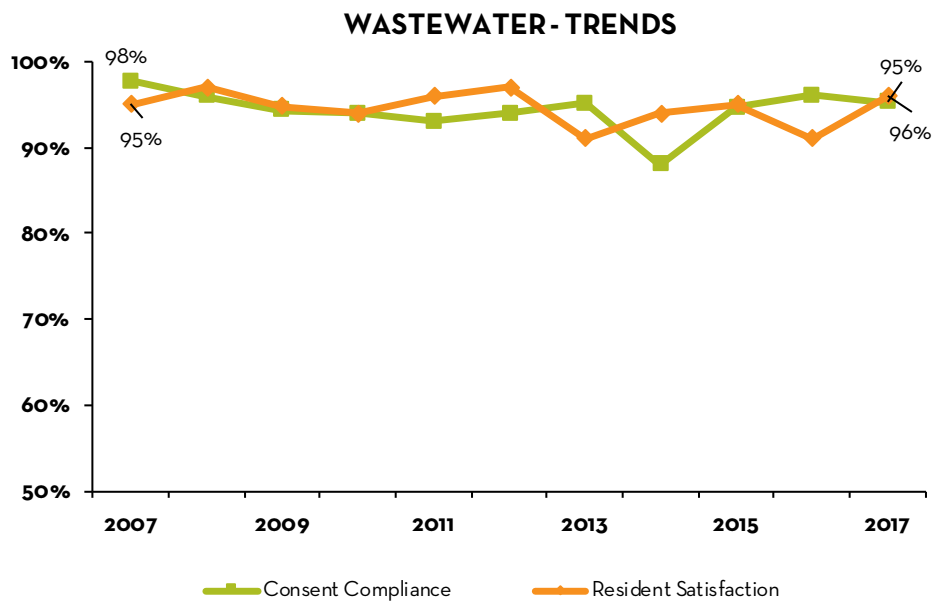
23

PUMP STATIONS

- *treatment plant with aerated lagoons, ultraviolet disinfection and wetland*

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure Percentage compliance with Resource Consents for each wastewater scheme:					
• Katikati	≥94%	90.6%	96.9%	Katikati non compliance due to trials and operational issues. Te Puke non compliance when plant over stressed due to transfer of sewerage from Maketu.	☹️
• Maketu/Little Waihi	≥94%	100%	95.8%		☹️
• Te Puke	≥97%	92.5%	92.5%		☹️
• Waihi Beach	≥97%	97.9%	99.2%		😊
Key Resident Measure Level of resident satisfaction with Councils reticulated wastewater disposal system as monitored by the Annual Residents' Survey, those residents who are 'very satisfied' and 'satisfied'.	≥95%	96%	91%	The target and result calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 92.5%.	😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Maintain wastewater systems and have capacity to meet demand					
The number of dry weather sewerage overflows from Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system. NOTE: only applies when, 1mm of rain has fallen in a 24 hr period.	≤2	1.83	3.3		😊
Compliance with resource consents for discharge from the sewerage system measured by the number of; <ul style="list-style-type: none"> • Abatement notices • Infringement notices • Enforcement orders • Convictions. received in relation to those resource consents.	0	0	0	The Te Puke and Katikati resource consent renewal applications were lodged six months prior to the original consents lapsing. This enables us to continue operating under the original consents.	😊
Provide wastewater services that meet customer needs					
The median response time for Council to attend to sewerage overflows resulting from a blockage or other fault in the Council sewerage system. <ul style="list-style-type: none"> • Attendance time: from the time that Council receives notification to the time that service personnel reach the site. 	≤1 HOUR	26 MINUTES	31 MINUTES		😊
<ul style="list-style-type: none"> • Resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault. 	≤24 HOURS	2 HOURS 47 MINUTES	2 HOURS & 40 MINUTES		😊
The total number of complaints received by Council about: <ul style="list-style-type: none"> • Sewerage odour • Sewerage system faults • Sewerage system blockages • Council's response to issues with sewerage system. <i>Expressed per 1000 connections to the Councils sewerage system.</i>	≤45	29.27	22.6		😊

FUTURE INITIATIVES

The Bay of Plenty Regional Council will make a decision on our resource consent applications for Katikati and Te Puke wastewater discharge options. If successful it is likely that one of the consent conditions is to identify alternative 'non water' discharge options for both Katikati and Te Puke. A working group including Councillors, Iwi, Community representatives will work with staff and consultants to identify options.

At Ongare Point the physical works will commence and scheduled to be completed by December 2017.

Work will continue to maintain and upgrade plant and equipment through the capital and renewals programme.

COST OF SERVICE STATEMENT

DISTRICT-WIDE WASTEWATER

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Waihi Beach wastewater	3,332	3,302	3,427
Katikati wastewater	2,720	2,182	1,856
Omokoroa wastewater	4,175	4,103	3,938
Te Puke wastewater	1,618	1,721	1,796
Maketu wastewater	1,330	1,257	1,291
Ongare wastewater	140	35	6
Total operating expenditure	13,316	12,599	12,314
Analysis of expenditure by class			
Direct costs	4,692	4,339	3,981
Overhead costs	1,417	1,348	1,294
Interest	3,443	3,425	3,539
Depreciation	3,764	3,487	3,500
Total operating expenditure	13,316	12,599	12,314
Revenue			
Targeted rates	9,447	9,297	9,323
User fees	9	2	5
Financial contributions	2,739	1,319	1,545
Subsidies	-	1,891	-
Vested assets	457	90	386
Other income	10	-	30
Total revenue	12,663	12,599	11,289
Net cost of service - surplus/(deficit)	(653)	1	(1,025)
Capital expenditure	1,258	4,654	1,436
Vested assets	457	90	386
Total other funding required	(2,369)	(4,744)	(2,847)
Other funding provided by			
General rate	1,500	1,500	950
Environmental protection rate	503	452	444
Debt increase/(decrease)	(660)	73	(803)
Reserves and future surpluses	1,026	2,719	2,256
Total other funding	2,369	4,744	2,847

MAJOR VARIANCES

Direct costs were \$711k higher than the previous year, as a result of higher expenditure on consultancy, maintenance and sludge disposal.

Financial contributions were higher than both budget and prior year due to continued growth and development in the District. There was no subsidy income compared to budget due to the delay in the Te Puna West wastewater system capital project, which has now been deferred to the 2017/18 year.

COST OF SERVICE STATEMENT

WAIHI BEACH WASTEWATER

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Waihi Beach wastewater	3,332	3,302	3,427
Total operating expenditure	3,332	3,302	3,427
Analysis of expenditure by class			
Direct costs	1,197	1,111	1,158
Overhead costs	282	284	273
Interest	1,022	1,036	1,098
Depreciation	831	870	898
Total operating expenditure	3,332	3,302	3,427
Revenue			
Targeted rates	2,683	2,575	3,159
User fees	6	-	3
Financial contributions	334	89	344
Vested assets	-	-	44
Other income	9	-	11
Total revenue	3,032	2,664	3,561
Net cost of service - surplus/(deficit)	(300)	(638)	134
Capital expenditure	181	277	194
Vested assets	-	-	44
Total other funding required	(480)	(915)	(104)
Other funding provided by			
General rate	700	700	350
Environmental protection rate	107	107	124
Debt increase/(decrease)	(560)	(560)	(513)
Reserves and future surpluses	233	667	143
Total other funding	480	915	104

COST OF SERVICE STATEMENT

KATIKATI WASTEWATER

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Katikati wastewater	2,720	2,182	1,856
Total operating expenditure	2,720	2,182	1,856
Analysis of expenditure by class			
Direct costs	1,265	1,082	718
Overhead costs	305	302	293
Interest	92	73	115
Depreciation	1,058	724	730
Total operating expenditure	2,720	2,182	1,856
Revenue			
Targeted rates	2,079	2,021	1,830
User fees	1	-	1
Financial contributions	402	303	560
Vested assets	22	20	116
Other income	-	-	9
Total revenue	2,505	2,344	2,516
Net cost of service - surplus/(deficit)	(215)	162	660
Capital expenditure	288	649	930
Vested assets	22	20	116
Total other funding required	(526)	(506)	(386)
Other funding provided by			
Environmental protection rate	84	84	76
Debt increase/(decrease)	(89)	(74)	(60)
Reserves and future surpluses	531	497	370
Total other funding	526	506	386

COST OF SERVICE STATEMENT

ONGARE POINT WASTEWATER

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Ongare Point wastewater	140	35	6
Total operating expenditure	140	35	6
Analysis of expenditure by class			
Direct costs	120	35	6
Overhead costs	20	-	-
Total operating expenditure	140	35	6
Revenue			
Targeted rates	-	-	-
User fees	-	-	-
Financial contributions	-	-	-
Vested assets	-	-	-
Other income	-	-	-
Total revenue	-	-	-
Net cost of service - surplus/(deficit)	(140)	(35)	(6)
Capital expenditure	-	-	-
Vested assets	-	-	-
Total other funding required	(140)	(35)	(6)
Other funding provided by			
General rate	-	-	-
Environmental protection rate	71	21	6
Debt increase/(decrease)	-	-	-
Reserves and future surpluses	69	14	-
Total other funding	140	35	6

COST OF SERVICE STATEMENT

OMOKOROA WASTEWATER

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Omokoroa wastewater	4,175	4,103	3,938
Total operating expenditure	4,175	4,103	3,938
Analysis of expenditure by class			
Direct costs	808	788	685
Overhead costs	343	295	283
Interest	2,277	2,271	2,230
Depreciation	747	748	740
Total operating expenditure	4,175	4,103	3,938
Revenue			
Targeted rates	1,187	1,250	1,464
User fees	1	-	1
Financial contributions	1,751	742	557
Vested assets	376	70	161
Other income	1	1,891	2
Total revenue	3,316	3,954	2,184
Net cost of service - surplus/(deficit)	(859)	(149)	(1,754)
Capital expenditure	390	2,804	2
Vested assets	376	70	161
Total other funding required	(1,625)	(3,023)	(1,917)
Other funding provided by			
General rate	800	800	600
Environmental protection rate	97	97	118
Debt increase/(decrease)	29	718	(181)
Reserves and future surpluses	699	1,407	1,379
Total other funding	1,625	3,023	1,917

COST OF SERVICE STATEMENT

TE PUKE WASTEWATER

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Te Puke wastewater	1,618	1,721	1,796
Total operating expenditure	1,618	1,721	1,796
Analysis of expenditure by class			
Direct costs	773	846	838
Overhead costs	294	310	299
Interest	(121)	(125)	(49)
Depreciation	673	689	708
Total operating expenditure	1,618	1,721	1,796
Revenue			
Targeted rates	2,968	2,979	2,422
User fees	2	-	-
Financial contributions	251	178	82
Vested assets	59	-	65
Other income	-	-	7
Total revenue	3,280	3,157	2,576
Net cost of service - surplus/(deficit)	1,662	1,437	780
Capital expenditure	273	725	217
Vested assets	59	-	65
Total other funding required	1,330	712	498
Other funding provided by			
Environmental protection rate	123	123	102
Debt increase/(decrease)	(40)	(11)	(49)
Reserves and future surpluses	(1,413)	(824)	(551)
Total other funding	(1,330)	(712)	(498)

COST OF SERVICE STATEMENT

MAKETU WASTEWATER

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
Maketu wastewater	1,330	1,257	1,291
Total operating expenditure	1,330	1,257	1,291
Analysis of expenditure by class			
Direct costs	529	477	576
Overhead costs	172	156	146
Interest	174	169	145
Depreciation	455	455	424
Total operating expenditure	1,330	1,257	1,291
Revenue			
Targeted rates	529	471	448
User fees	-	2	-
Financial contributions	-	6	2
Other income	-	-	2
Total revenue	529	480	452
Net cost of service - surplus/(deficit)	(801)	(777)	(839)
Capital expenditure	126	200	92
Vested assets	-	-	-
Total other funding required	(927)	(977)	(931)
Other funding provided by			
Environmental protection rate	20	20	17
Reserves and future surpluses	907	958	914
Total other funding	927	977	931

SOLID WASTE



SOLID WASTE

OVERVIEW

Human activity is inextricably linked to the health of our natural environment. A healthy environment is essential for overall well-being and prosperity. With our population growing, so demands on our natural resources will increase. The challenge is to lessen our impacts on the environment and reduce consumption and waste. Our Solid Waste Strategy sets out our sustainable development approach to the management of solid waste activities across our District.

The primary aim of this Strategy is to reduce the amount of waste produced by reducing, reusing, recycling and recovering.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Efficient waste management practices minimise environmental harm and waste.

OUR GOALS

- Minimise the total quantity of residual waste for disposal through effective planning, education and enforcement so people reduce, reuse and recycle
- Provide good information so people dispose of residual waste in an environmentally acceptable manner
- Work with our communities to create a clean environment by encouraging and recognising innovative solutions to waste problems.

2016/2017 HIGHLIGHTS

We completed our first Waste Management & Minimisation Plan (WMMP) jointly with Tauranga City Council in 2010. Under the Waste Minimisation Act 2008 this plan is reviewed every six years and requires Councils to promote effective and efficient waste management and minimisation within its district. We commenced the review of this plan for our district by undertaking the necessary research to inform the direction of this plan. Council is reviewing the WMMP in conjunction with the development of the Long Term Plan (LTP) 2018 - 2028, and the review of the solid waste strategy. As part of the review two SWAP audits of kerbside rubbish were completed which revealed 48% of the content of rubbish bags are organic in nature. To divert the organics from landfill residents can composting it, use worm farming or feed it to animals. To assist residents in changing their behaviour Council introduced subsidised home worm composting workshops in the district.

Community conversations are underway as part of the development of the next LTP. One of the conversations focusses on the community's response to questions asked about kerbside collections. These conversations will provide valuable community input into the direction of the Solid Waste Strategy and actions to the WMMP.

The three community recycling centres remain a hub of activity for residents to drop off their recyclables free of charge. Change in behaviour and a consciousness of wanting to contribute to keeping the district and environment healthy has increased volumes of traffic through the centres. Health and safety is a significant risk in the operation of our recycling centres. To address this there have been a number of improvements to ensure the safety of both staff and users of the centres. This includes improvements to the forklift operating areas, replacing most bags with pallet bins and introducing a hook bin system for collecting paper.

Over the Christmas / New Year holidays the opening hours at Katikati and Athenree were increased. A large number of holidaymakers visit the area during this time and this ensured facilities were able to respond to the increased demand. The communities responded well to this initiative.

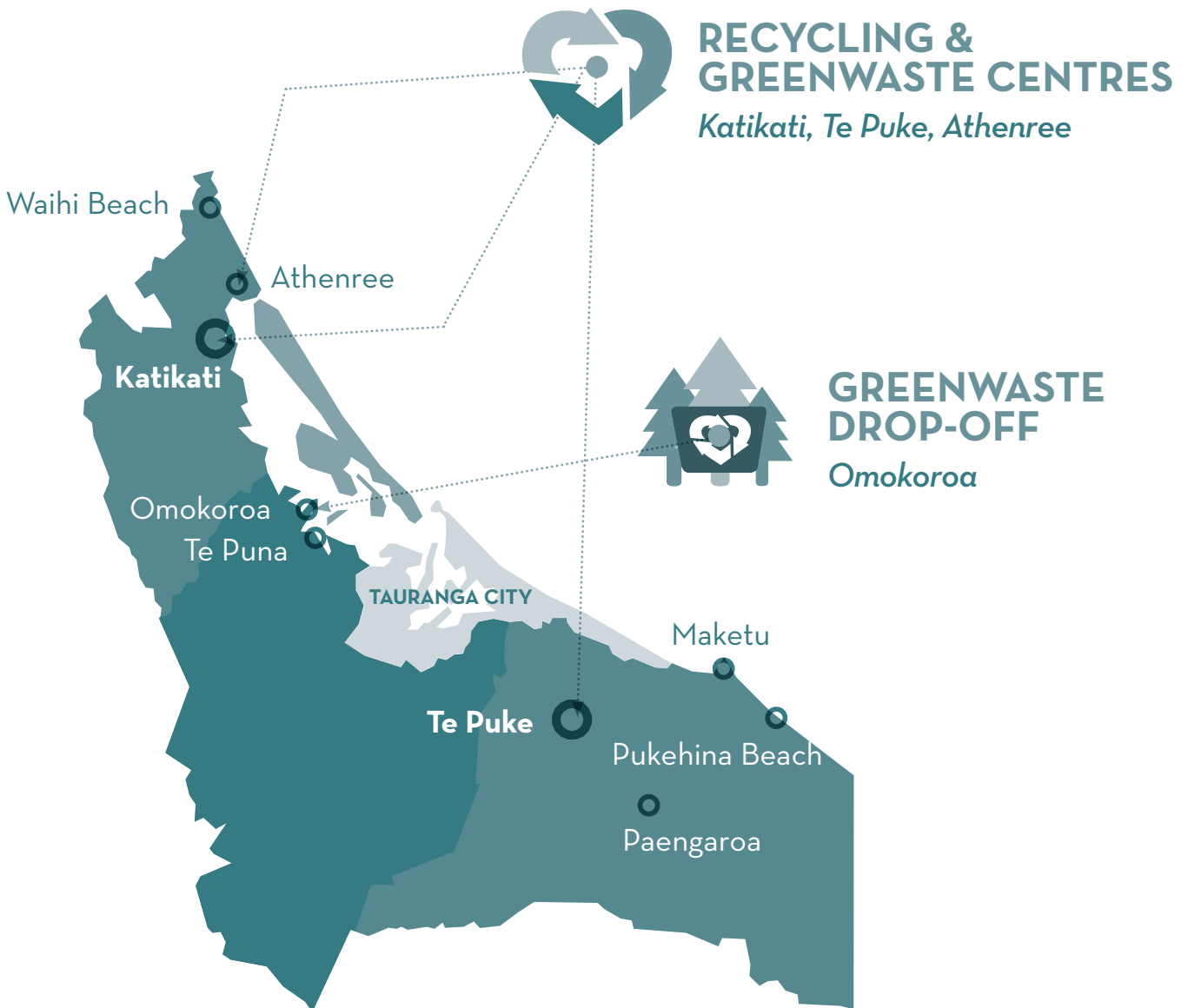
Council continues to support various waste minimisation programmes and initiatives aimed at educating our children and the public to ensure we minimise waste to landfill. This includes:

- Para Kore, a marae based waste minimisation initiative introducing recycling systems and training waste champions
- Reducing business waste in the district by delivering a business waste minimisation programme to businesses free of charge. Waste Watchers Ltd undertake onsite audits, educate staff, and encourage the efficient use of resources. Successful case studies include Trevelyan's pack house and Comvita
- Zero Waste Education programme in most pre-school, primary and secondary schools. The curriculum is substantive and includes litter free lunches and composting units. Excellent feedback from schools for the programme and its educators
- Paper4Trees, is an initiative focused on encouraging paper recycling in schools. Schools receive native plantings for their school at the end of the year based on the volume of paper recycled
- Council supported the Love Food, Hate Waste campaign with movie nights and Food Lovers master class presentations as well as displays in our service centres. This campaign aims to change behaviour related to food waste by educating on use by dates, how much to buy; and
- Kate Meads held waste free parenting classes in the district reintroducing cloth nappies and educating parents on alternatives to plastic and bottled baby products.

We supported and promoted recycling at various events throughout the district. To do this we provide equipment and support to event organisers. Events supported include: Waihi Beach market, AIMS games, balloons over Waihi Beach, Katikati Avocado Festival and the Kaimoana Festival in Maketu.

Illegal dumping and abandoned vehicles in the district remains an issue. Council approach these with a view to prosecute. We follow up on evidence found but it requires lots of staff time with often disappointing results.

WHAT WE PROVIDE



EDUCATION PROGRAMMES

ONGOING MONITORING OF
**CLOSED & CAPPED
LANDFILLS**

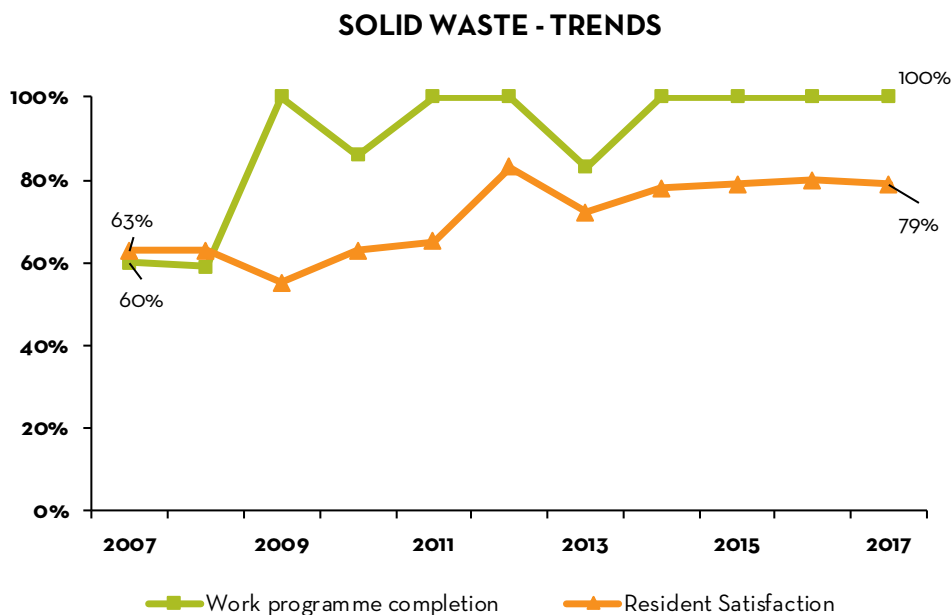
Athenree, Te Puke, Waihi Beach

MONITOR
**ILLEGAL DUMPING
(FLY-DUMPING)**

across our District

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
<p>Key Performance Measure Percentage of actions, identified in the Solid Waste Action Plan for the year that have been completed. This identifies the total annual actions required for this strategy. Actions are required within specification and budget.</p>	97%	100%	100%		😊
<p>Key Resident Measure Percentage level of customer satisfaction with household rubbish disposal methods. As measured through our Annual Residents' Survey, those customers who are 'very satisfied' and 'satisfied'.</p>	78%	79%	80%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 63%.	😊
<p>Supporting Measures Percentage of waste recycled or recovered as estimated and reported by licensed operators (excludes waste disposed of privately). We include estimates because we do not have weighbridges.</p>	40%	20%	NOT REPORTED	Council do not control this waste stream, so reliance placed on external contractor to monitor. New targets will be identified as part of the Waste Management & Minimisation Plan process.	😞
<p>Number of initiatives funded by the Ministry for the Environment Waste Minimisation Scheme.</p>	1	6	1		😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
All Council-owned solid waste facilities, including closed landfills, meet environmental standards					
Number of abatement/infringement notices received.	0	0	0		😊
Provide and maintain drop-off recycling services					
Number of greenwaste and/or recycling facilities provided.	4	4	4		😊
Assist in the provision of opportunities for the removal of hazardous waste					
Number of hazardous waste drop off points.	3	3	3		😊

FUTURE INITIATIVES

The review of the Waste Management and Minimisation Plan (WMMP) will provide actions to be completed in the next 6 years. To achieve the agreed direction their implementation will result in a number of initiatives. In particular, the WMMP will determine the services provided and our response to the pressures to accept additional waste for recycling i.e. example plastics grade 3 - 7.

The greenwaste drop-off facility at Omokoroa needs to be re-sited due to the housing development in the area. Community consultation is happening to see if a recycle centre and transfer station should be established in Omokoroa to keep up with the development in the region.

Our recycling centres at Katikati and Athenree are operating at capacity. As a result, we will be focussing on how we can best service our customers without further increasing costs.

Katikati Community Board is seeking to promote Katikati as an environmentally sound green town. They are currently talking with council to identify opportunities to work towards this goal.

COST OF SERVICE STATEMENT

SOLID WASTE

	ACTUAL	BUDGET	ACTUAL
	\$'000	\$'000	\$'000
	2017	2017	2016
Analysis of expenditure by activity			
District solid waste	526	706	349
Western solid waste	551	470	479
Eastern solid waste	347	517	348
Omokoroa greenwaste	112	159	129
Total operating expenditure	1,536	1,852	1,305
Analysis of expenditure by class			
Direct costs	964	1,299	789
Overhead costs	538	508	463
Interest	4	18	22
Depreciation	31	27	31
Total operating expenditure	1,536	1,852	1,305
Revenue			
Targeted rates	1,031	1,000	1,069
User fees	87	68	93
Subsidies	200	150	168
Other income	101	10	119
Total revenue	1,420	1,228	1,448
Net cost of service - surplus/(deficit)	(116)	(623)	144
Capital expenditure	4	-	118
Total other funding required	(120)	(623)	26
Other funding provided by			
Environmental protection rate	363	556	271
Debt increase / (decrease)	7	-	-
Reserves and future surpluses	(250)	67	(297)
Total other funding	120	623	(26)

MAJOR VARIANCES

Direct costs were \$335k lower than budget, due to savings on maintenance and trade waste projects.

Other income slightly lower than prior year and relates to income generated by recycling centres.

ECONOMIC



ECONOMIC

OVERVIEW

Economic development focuses on promoting the standard of living and economic health of a specific area. This strategy focuses on Council's role in supporting economic development, tourism, promotions, events and town centre development.

At a more strategic level Council is also a funder of Priority One, the Western Bay of Plenty subregion economic development agency who is focused on attracting businesses to the subregion and has been instrumental in progressing the development of a university campus in the central business district of Tauranga. Tourism Bay of Plenty, to which Council provides funding, has been instrumental in increasing the number of tourists to the District.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

OUR GOALS

- Foster partnerships between organisations, including local and central government and businesses to support economic, social, cultural and environmental development
- Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities
- Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.

2016/2017 HIGHLIGHTS

During the year the Te Puke service delivery contract was split into two parts. This means Te Puke EDG will focus on economic development while EPIC Te Puke, a new organisation, will focus on town centre promotion.

Tourism BOP have developed a ten year Visitor Economic Strategy in conjunction with key agencies, including Council. The purpose of this strategy is to identify actions to increase the visitor spend in the Bay of Plenty. In 2016 the visitor expenditure was \$901m and this plan seeks to increase this to \$1.45b by 2028.

Creative BOP has led the development of an Arts and Culture Strategy in conjunction with key agencies. This draft strategy contains a vision for a vibrant Tauranga City and Western Bay of Plenty region, where our shared history with tangata whenua is celebrated, our creative industries thrive and prosper, and our diverse community is enriched by arts and cultural experiences – every day, for everyone. The six proposed goals are visionary, vocalising, vibrancy, valuing, viability and vitality. The public engagement process was completed in June 2017.

We continued to work with Priority One, Tauranga City, Bay of Plenty Regional Council and the University of Waikato to deliver the Instep Young Leaders programme. This programme provides leadership and networking opportunities for senior high school students.

Work continued across the district in the development of the town centres. This included:

- **Waihi Beach:** a Council owned section is currently under offer. If this is successful it will provide the opportunity for new mixed premises (retail and accommodation)
- **Katikati:** purchased land to facilitate car parking in the town centre. Work to be completed to enable cars to park in this area.
- **Omokoroa:** there will be a review of the structure plan in 2017/18 and once completed this will guide any future development.
- **Te Puke:** as highlighted in the transportation activity the focus was on the revocation of SH2 and development of the Jellicoe Street
- **Maketu:** working with the Hauora developers to facilitate improved car parking facilities.

WHAT WE PROVIDE



TOWN CENTRE PROMOTION

Te Puke, Katikati Waihi Beach

SUPPORT FOR
EXTERNAL
ORGANISATIONS

FOCUSED ON STRENGTHENING

our local economics

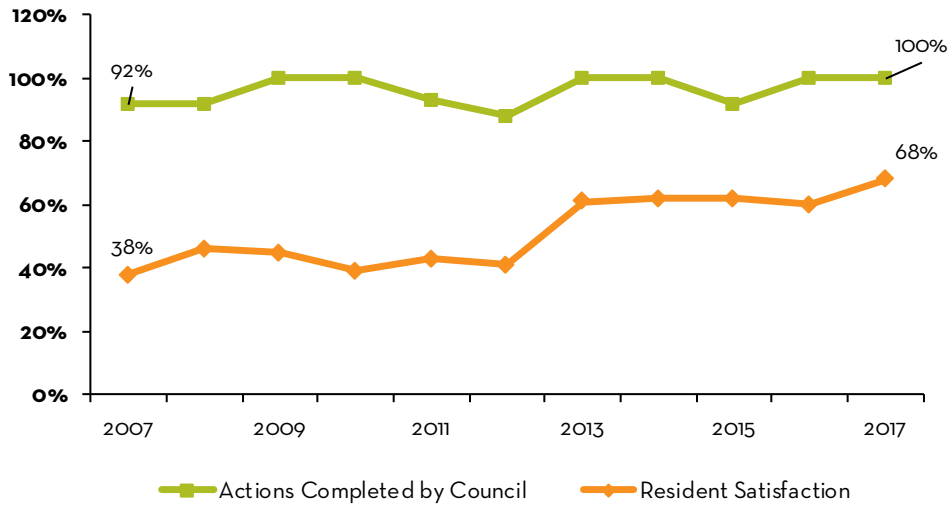
SUPPORTING

ECONOMIC DEVELOPMENT & TOURISM

SERVICE PERFORMANCE RESULTS

RESULT TRENDS FOR KEY MEASURES






SUPPORTING THE ECONOMY - TRENDS



HOW WE HAVE TRACKED PROGRESS TOWARDS OUR GOALS

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Key Performance Measure Percentage completion of the annual work programme as identified in our Economic Strategy and Action Plan.	≥90%	100%	100%		😊
Key Resident Measure Level of resident satisfaction with our role in promoting employment, tourism and business opportunities within the sub-region. Monitored by the Annual Residents' Survey, those residents that are 'satisfied' and 'very satisfied'.	≥60%	68%	60%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 49%.	😊

HOW WE HAVE TRACKED PROGRESS - LEVELS OF SERVICE

PERFORMANCE MEASURES	2016/17		2015/16	NARRATIVE	ACHIEVED
	TARGET	RESULT	RESULT		
Council will support external organisations tasked with developing economic activity in the District					
Level of resident satisfaction with the promotion of town centres and events in Katikati, Te Puke and Waihi Beach. Monitored by the Annual Residents' Survey, those Residents that are 'satisfied' and 'very satisfied'.	≥65%	64%	65%	The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that 'don't know' is 57%.	
Number of service delivery contracts related to economic development activity.	4	5	7		
Percentage of economic contracts where contract requirements have been achieved.	≥90%	100%	90%		
Number of joint economic initiatives identified in the service delivery contracts that have been implemented.	2	10	4		
Council will facilitate economic development through the community development plans that have been developed for the District's urban growth node towns or communities					
Satisfaction of businesses with Councils role in economic development (two yearly survey).	NO SURVEY	NO SURVEY	69%	The next survey is scheduled for 2018.	
Number of economic action plans derived from our Community Development Plans.	7	0	8	There has been a change in the development and ownership of the Community Plans. These plans are now developed by and on behalf of the community. Council provides support to develop the Community Plans but no longer lead this process. While these plans are valuable inputs to our planning process Council is not obliged to action these plans.	

FUTURE INITIATIVES

The Arts and Culture Strategy when adopted by Council will move into the implementation phase. To achieve this we will work collaboratively with the key parties involved in the strategy.

The review of current structure plans and urban growth strategies in response to current growth is ongoing. Once these plans are finalised they will provide direction in regard to further development of commercial areas.

COST OF SERVICE STATEMENT

ECONOMIC

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Economic support	376	416	383
Visitor information	73	54	63
Town centre promotion	188	179	372
Total operating expenditure	637	649	818
Analysis of expenditure by class			
Direct costs	598	606	802
Overhead costs	109	102	101
Interest	(70)	(85)	(85)
Depreciation	-	26	-
Total operating expenditure	637	649	818
Revenue			
Targeted rates	271	271	259
Interest	-	-	-
Other income	3	2	46
Total revenue	274	273	305
Net cost of service - surplus/(deficit)	(363)	(376)	(513)
Capital expenditure	1	267	(266)
Total other funding required	(364)	(643)	(247)
Other funding provided by			
General rate	681	675	675
Interest in associates	-	-	(25)
Reserves and future surpluses	(317)	(32)	(403)
Total other funding	364	643	247

MAJOR VARIANCES

Direct costs were \$203k lower than the previous year, as last year incurred \$211k of costs for Katikati Town Centre feasibility.

(Note: 2016 capital expenditure credit relates to an adjustment of costs between capital and operating costs).

SUPPORT SERVICES



SUPPORT SERVICES

OVERVIEW

A number of internal corporate services support the delivery of services and activities to the community. Our Long Term Plan contains strategies that determine the activities Council provides to serve our community, for example water supply and transportation. Our Corporate Plan contains strategies for our support services. Corporate support activities have a crucial part to play in enabling staff to produce their best work and deliver the highest standards of service to customers. The key strategic approach for each of the corporate support activities is broadly described below:

CORPORATE SUPPORT ACTIVITY	WHAT THIS ACTIVITY DOES	STRATEGIC APPROACH
Customer services	Ensure customers receive timely, accurate and user friendly information, service and advice.	Focus on understanding the diversity of customers, and their needs and respond to them more effectively.
Communications	Ensure customers and communities are kept informed.	Provide communications that are targeted to identified customer needs.
Relationship management	Maintain effective relationships with residents and key communities of interest.	The purpose of the relationships is clearly understood, diversity is recognised and our obligations to Māori under the Treaty of Waitangi are fulfilled.
Human resources	Manage workforce capability and capacity.	Future workforce needs are understood so that staffing levels, skills and competencies are retained to deliver the agreed services to the community.
Information management	Ensure data is accessible, clear and secure.	Information is managed to ensure it is easily accessible and the integrity of the data is maintained
Information technology	Ensure information systems are integrated, secure and responsive to business needs.	Smart use of technology to achieve agreed strategic initiatives and optimise the customer experience.
Financial management	Provide comprehensive financial planning and monitoring services.	Timely, accessible and reliable information is available to inform decision-making, both for staff and elected members.
Corporate assets	Sustainably manage Council's corporate buildings, equipment, vehicles and land.	Assets, planning and property staff work together to enable the sustainable development of infrastructure.
Procurement	Ensure services purchased provide the best value for money, are sustainable and environmentally responsible.	Sustainable purchasing practices that demonstrate value for money and are environmentally responsible.
Risk management	Identify, minimise or mitigate risks.	Integrated risk management information to inform decision making and ensure continuity of Council services.
Quality management	Document and review key processes to ensure knowledge is maintained and opportunities for improvement identified.	Documentation of key processes secures knowledge and facilitates opportunities for improvement.

2016/17 HIGHLIGHTS

Council is a shareholder of the New Zealand Local Government Funding Agency Limited (LGFA). This entity was created to provide more cost effective financing specifically to local authorities, and Western Bay estimates that the on-going and enduring impact of the LGFA has saved approximately \$400,000 - \$500,000 per annum in interest costs that would not have been made had the LGFA not been established.

Council has continued to work on the digitisation of its property files and key records.

FUTURE INITIATIVES

Council will continue to participate in the BOPLASS initiatives.

COST OF SERVICE STATEMENT

SUPPORT SERVICES

	ACTUAL \$'000	BUDGET \$'000	ACTUAL \$'000
	2017	2017	2016
Analysis of expenditure by activity			
Support services	780	1,318	912
Corporate assets	1,835	1,351	2,006
Treasury	2,364	1,099	6,953
Total operating expenditure	4,979	3,768	9,871
Analysis of expenditure by class			
Direct costs*	14,333	13,559	13,651
Overhead recoveries	(11,659)	(11,080)	(11,095)
Interest**	1,140	589	6,020
Depreciation	1,164	701	1,295
Total operating expenditure	4,979	3,768	9,871
Revenue			
Targeted rates	18	(153)	153
General rate	2,330	2,274	3,717
User fees	61	14	13
Interest**	6,414	1,183	1,087
Other income including General Rates	9,596	926	1,337
Total revenue	18,419	4,243	6,307
Net cost of service - surplus/(deficit)	13,440	475	(3,564)
Capital expenditure	3,336	3,843	2,541
Vested assets	-	-	-
Total other funding required	10,104	(3,368)	(6,105)
Other funding provided by			
Debt increase / (decrease)	369	119	(2,993)
Proceeds from sale of assets	-	85	89
Reserves and future surpluses	(10,473)	3,163	9,009
Total other funding	(10,103)	3,368	6,105

*Net direct cost of support services after overhead recoveries

** Net interest income/expense after internal interest recoveries

MAJOR VARIANCES

Interest expense in 2016 included a \$4.85m unrealised hedging movement (cost). When removed the interest was \$1.17m.

Interest income in 2016 included a \$5.14m unrealised hedging movement (income). When removed the interest income was \$1.27m. Both the movements are non-cash items.

Within other income is \$7.9m relating to the revaluation of the Te Tumu financial instrument.

When removed, other income is \$1.73m.