

Chapter Two

Our Achievements



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Our Achievements

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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 2014/15 against the goals and targets set out in Chapter three of the 2012-22 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 2012-2022 LTP.




2014/15 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 2012-2022 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 	40
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 	46
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 	52
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 	58
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 	64
Transportation	<ul style="list-style-type: none"> ▶ Rooding ▶ Network development ▶ Network optimisation ▶ Environmental mitigation ▶ Transportation health and safety 	<ul style="list-style-type: none"> • Healthy and safe lifestyle • Thriving economy 	70
Water supply	<ul style="list-style-type: none"> ▶ Council water supply 	<ul style="list-style-type: none"> • Healthy and safe lifestyle • Thriving economy 	76
Stormwater	<ul style="list-style-type: none"> ▶ Stormwater network ▶ Waihi Beach coastal protection 	<ul style="list-style-type: none"> • Healthy and safe lifestyle 	84
Natural environment	<ul style="list-style-type: none"> ▶ Environmental protection 	<ul style="list-style-type: none"> • Clean, green and valued environment 	90
Wastewater	<ul style="list-style-type: none"> ▶ Wastewater 	<ul style="list-style-type: none"> • Healthy and safe lifestyle • Clean, green and valued environment 	96
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 	106
Economic	<ul style="list-style-type: none"> ▶ Economic development ▶ Land drainage 	<ul style="list-style-type: none"> • Thriving economy 	112

Council's business scorecard

Council's business scorecard ensures an integrated approach to delivering the environmental, economic, cultural and social outcomes in its Long Term Plan (LTP).

Achieving the outcomes in the business scorecard involves focusing on seven perspectives:



The seven perspectives are linked to the District Vision (where the people of the Western Bay of Plenty District want to go), Council's operational mission (what Council is doing to help meet the District Vision) and the organisation's values (how Council staff work to deliver the operational mission).

The business scorecard diagram illustrates how the vision, mission and values line up with the perspectives that underpin the environmental, economic, cultural and social outcomes in the LTP.

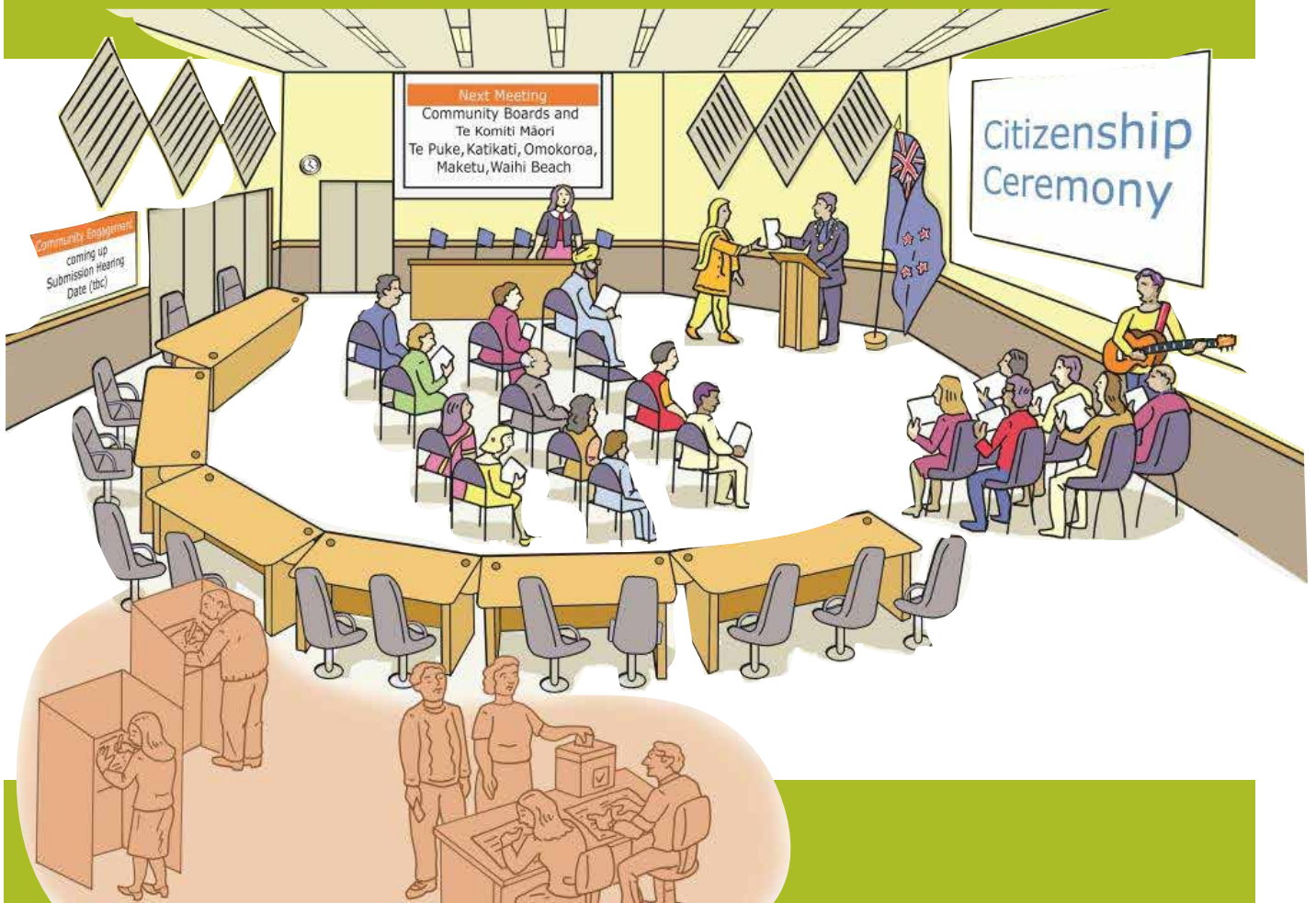
Monitoring trends in the business scorecard

For each of the Activity Groups key measures have been identified to monitor Council's performance and resident perception.

For each activity two key measures have been identified. These measures monitor Council's performance and resident perception. Many of these measures show Council's achievements over a number of years.



REPRESENTATION



Leadership

Representation

Overview

The Representation activity underpins our Council's democratic processes. Leadership and direction is provided to the organisation and wider community by the Mayor, councillors and community boards.

Tangata whenua perspectives are offered by Te Komiti Māori in its advisory role, and the Democracy Services team provides the necessary support to Council and its committees.

Our community outcome

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

Our goals

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

2014/15 highlights

The review of Council's Long Term Plan (LTP) was a key driver in our work programme this year. The LTP governs our service delivery, infrastructure provision and associated finances for the next ten years. Elected Members were at the centre of this process and made significant decisions regarding development and sustainability of our District. Listening and learning from residents and ratepayers was fundamental to the decision making process and included:

- ▶ The 'Portraits of our Place' roadshow involved:
 - 23 staff, 12 Councillors and 10 Community Board on the road and talking to customers over a three week period
 - 17 locations from one end of the Western Bay to the other in an old Bedford school bus
 - A couple of hundred kilometres travelled
 - Well over 1,500 people coming to check out the bus and what we were up too
 - 533 questionnaires received (this includes electronic and hardcopy combined)
 - Ratepayers gave Council a very strong message that affordability of rates and reducing debt were the two issues of greatest concern.
- ▶ Long Term Plan (LTP) consultation process during April provided another opportunity for us to connect with communities on our proposals for the next ten years. Our consultation document provided a succinct summary of some very complex issues and this was the foundation of our discussions. As a result of this and other community engagement mechanisms we were delighted to receive more than 1,000 submissions on our LTP

- ▶ The LTP submission process occurred during May, and provided the opportunity for those who made submissions to speak directly to Elected Members about their submission. The submission hearings are normally held at the Council Offices in Tauranga, but this year the Elected Members chose to meet in each of our communities of Waihi Beach, Katikati, Omokoroa, Te Puke and Maketu as well as the Council office.

The Long Term Plan was adopted in June 2015.

In the first year of operation the Partnership Forums have developed and implemented a schedule of issues of significance to the Maori community. The issues can be strategic or operational, and forms the basis of their work programme. This includes discussions with Matakana Island hapu in regard to the future of Panepane Point.

Plans for a fresh look, feel, and pace for the Te Puke community also got underway during the year as proposed new road names and speed limits for the stretch of State Highway 2 in to the township were consulted on.

The proposals preceded the opening of the Tauranga Eastern Link in July 2015, which will see the Te Puke Corridor, from the railway bridge near Domain Road to the new roundabout at the State Highway 33 intersection at Paengaroa, lose its state highway status.

Proposed new speed limits for the section of road – which included reducing 100km/h areas to 80/km/h – were a topic of controversy for months. The consultation period drew wide-spread attention from the public, and attracted a 1064-strong petition calling for status-quo.

So when it came to a decision, Council's Operations Committee felt the answer was clear: listen to the people – keeping the 100km/h speed limits, and making only minor changes to the rest.

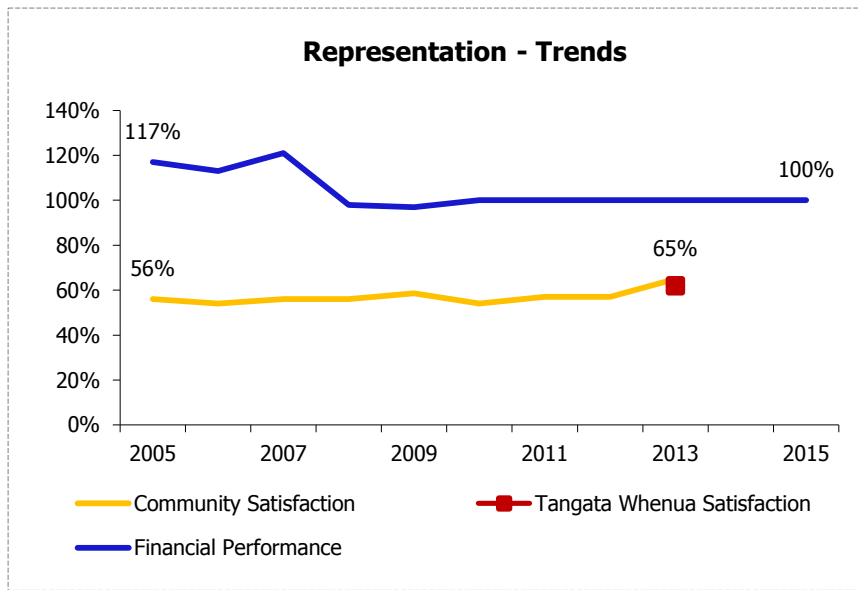
Councillors did increase the 50km/h zone, and extend the 70km/h zone to past Strang Rd - answering some safety concerns for specific areas.

They opted to review the decision once future safety work is completed in and around the Te Puke township.

Councillors also unanimously decided on 'Te Puke Highway' as the new name for both sections of the revoked road either side of Jellicoe Street.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Key Performance Measure The level of achievement in the financial performance index (the index monitors Council's financial trends and level of compliance with 5 key treasury ratios. Target 1.00 is total compliance).	1.00	1.00	1.00	😊
Key Resident Measure <ul style="list-style-type: none"> ▶ the opportunities to participate in decision-making; ▶ Councillor and Community Board representation and; ▶ Council's overall performance. Community Tangata whenua	No survey No survey	No survey No survey	No Survey No Survey	This survey is held on a three yearly basis. The next survey is scheduled for 2016. The last survey held in 2013 showed 65% Community satisfaction and 62% Tangata whenua.
Supporting Measures Level of Tangata Whenua satisfaction with the representation provided by the Te Komiti Māori.	No Survey	No Survey	No Survey	The last survey was held in 2013 and showed a satisfaction level of 55%.
Percentage of residents confident that Council makes decisions that are in the best interest of the District (monitored by Annual Residents' Survey those who are 'confident' and 'very confident').	≥50%	53%	56%	😊 The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that don't know is 52%.
Affordability of rates Percentage movement in total rates income (after allowance for growth).	≤7%	4.2%	5.8%	😊
Percentage completion of the annual work programme as identified in the Leadership – Representation Strategy and Action Plan.	≥90%	100%	83%	😊

Service performance results

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Representation will be provided by: 1 Mayor 12 Councillors 5 Community Boards 1 Te Komiti Māori Forum				
Number of meetings held per annum: ▶ Council based on 6 weekly cycle	8	16	13	😊
▶ Community Boards based on 6 weekly cycle	8	8	8	😊
Te Komiti Māori Forum based on:				Te Komiti Māori Forum was replaced by two Partnership Forums. These forums held 3 meetings during the year.
▶ Formal Meetings	4	0	7	
▶ Workshops	2	0	3	
Percentage attendance of Elected Members (Councillors and Mayor) at Council and Committee meetings.	≥80%	87%	84%	😊
Percentage attendance of Community Board members at Community Board meetings.	≥80%	92%	91%	😊
Number of Council Committee meetings held in the community.	4	11	2	😊
Level of compliance with statutory timeframes.	100%	100%	100%	😊
Finances will be managed to comply with the limits identified in the Treasury Policy.				
Interest expense on external debt as a percentage of rates revenue (Maximum identified in Treasury Policy is 25%).	≤25%	15.5%	17%	😊
Liquidity ratio - this ratio monitors Council's ability to pay all current liabilities if they became due immediately.	≥110%	124%	122%	😊
Percentage of net external debt to total revenue.	≤220%	168%	183%	😊
Council will be financially prudent in the management of rates levied.				
Stewardship of rates income, the percentage of District rates income not spent or committed at the end of the financial year.	≤2.0%	1.8%	2.9%	😊

Future initiatives

We will continue to meet with our communities in the community. This will be achieved by the Community Committee and future consultation initiatives.

We will also represent the District in regard to sub-regional initiatives like SmartGrowth, and will continue to monitor the Government reform programme for local government.

Cost of service statement - Representation

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Representation	2,395	2,419	2,544
Total operating expenditure	2,395	2,419	2,544
Analysis of expenditure - by class			
Direct costs	1,471	1,465	1,642
Overhead costs	912	948	891
Depreciation	12	6	11
Total operating expenditure	2,395	2,419	2,544
Analysis of funding required			
Community Board rate	551	537	521
Interest	-	-	-
Other income	2	-	92
Total revenue	553	537	613
Net cost of service - surplus / (deficit)	(1,842)	(1,882)	(1,931)
Capital expenditure	-	-	-
Total other funding required	(1,842)	(1,882)	(1,931)
Other funding provided by			
Rate income	1,943	1,943	2,082
Reserves and future surpluses	(101)	(61)	(151)
Total other funding	1,842	1,882	1,931

PLANNING FOR THE FUTURE



Leadership

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.

Our community outcome

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

Our goal

- 1 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.

2014/2015 highlights

Our 2015-2025 Long Term Plan (LTP) which identifies our priorities for the next ten years was adopted by Council in June 2015. This plan incorporated a full review of our Economic, Recreation & Leisure and Stormwater strategies, as well as the development of an Infrastructure Strategy and Significance and Engagement Policy.

In developing our LTP we made a concerted effort to engage with our communities. In July 2014 the 'Portraits of our Place' community roadshow got grass roots feedback from residents about where they see Council fitting in their day-to-day lives. Over 1,500 people attended the roadshow, with 533 people providing written feedback that informed part of our long term planning process.

The draft LTP was approved by Council in March for consultation. During April the Mayor and Councillors undertook a further road trip, using a caravan to attract residents and ratepayers, answer questions and provide information about key LTP proposals. As a result of this consultation we received over 1,000 submissions from residents and ratepayers. In May, submission hearings were held in communities throughout the District and the final LTP was signed off in June 2015.

In 2014 we made a district plan change which limited development on Matakana Island. Appeals were lodged by three large forestry landowners. The Environment Court heard these appeals and considered evidence in November 2014 and March 2015. The Environment Court decision to uphold Council's decision on the plan change and restrict development on the Island was released in June 2015.

The review of structure plans for Waihi Beach, Katikati, Te Puke and Omokoroa commenced. The aim of the review is to match structure plans with expected growth and the consequential reduction in financial contributions charged.

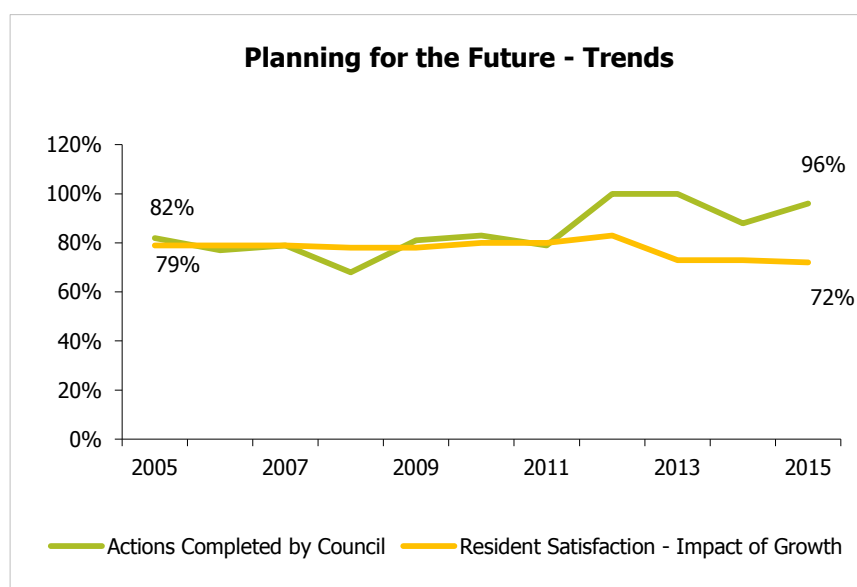
In August 2014 we signed a Housing Accord with Government that aims to increase the number of new homes built in the District each year. This Accord enables the fast tracking of changes without having to go through the standard Resource Management Act process. Omokoroa is the first area for special housing development and we are looking at the possibility of other special housing areas in Katikati and Te Puke.

We undertook a number of other plans, policies and initiatives during the year. This included:

- ▶ Coastal Hazard areas - reviewed hazard lines identified in District Plan for appropriateness, based on best practice and scientific evidence
- ▶ Maketu Healthy Housing - worked with a variety of organisations to obtain approximately \$100,000 in philanthropic funding to assess and assist over 40 home owners to improve the quality of their living environment
- ▶ Community Plans - worked with the Paengaroa community to identify aspirations and develop a plan to achieve their vision. We have also worked with the Maketu and Te Puke communities to review their community plans
- ▶ Te Puke Landscape Plan – a plan for the northern entrance to the town.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	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.	≥85%	96%	88%	😊
Key Resident Measure Percentage of residents who perceive growth to have had a positive (or no negative) impact. This includes housing, employment opportunities, overall pleasantness, travel time and safety (road and personal). Based on two yearly surveys, which ask consistent questions.	≥80%	72%	No survey	😞 The target and result were calculated excluding those surveyed who 'don't know'. The survey result including the 16% who don't know is 69.
Supporting Measures SmartGrowth Strategy review completed and adopted by Council.	No review	No review	No review	Review of the SmartGrowth Strategy completed 2013. The next strategy review will commence after the 2018 census.

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
District Plan updated to meet the needs of the District.				
Number of sustained challenges by the Environment Court to District Plan changes.	0	0	0	😊
Structure Plans are developed and reviewed to ensure there is 'greenfield' land to accommodate growth.	≥5 years supply	≥5 years supply	≥ 5 years supply	😊 Years supply for each community. The supply of greenfields remaining: <ul style="list-style-type: none"> • Waihi Beach 30 years • Katikati 4 years • Omokoroa 9 years • Te Puke 25 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 are detailed plans which show community direction for 10 years. This enables efficient allocation of resources.				
Number of Community Development Plans reviewed. <ul style="list-style-type: none"> ▶ Katikati ▶ Maketu ▶ Omokoroa ▶ Te Puke ▶ Waihi Beach 	1	1	0	😊 A review of the Maketu Community Plan was completed.

Future Initiatives

From July we will begin implementing the LTP. While the LTP covers a ten year period it will be reviewed on a three yearly basis. The next LTP review will commence in 2017. Key initiatives to get underway include the Community Matching Fund, Wastewater Strategy review, implementing the Omokoroa special housing area and the Freedom Camping Bylaw (Waihi Beach).

We will continue to review and update our District Plan with changes to financial contributions, coastal protection, the Rangiuru Business Park structure plan (private plan change) and Lynley Park geotechnic restrictions.

The implementation of the SmartGrowth Strategy will continue. We will be contributing to the settlement pattern review which includes the Keenan Road urban growth area, Te Tumu and compact city investigations.

Cost of service statement - Planning for the Future

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Policy and planning	1,405	1,353	979
Resource management	1,392	1,057	919
District development	(27)	(155)	(23)
Total operating expenditure	2,770	2,255	1,875
Analysis of expenditure - by class			
Direct costs	2,073	1,558	1,218
Overhead costs	691	686	645
Depreciation	6	11	12
Total operating expenditure	2,770	2,255	1,875
Revenue			
Targeted rates	13	13	14
Financial contributions	-	60	-
Other income	20	-	48
Total revenue	33	73	61
Net cost of service - surplus / (deficit)	(2,737)	(2,182)	(1,814)
Capital expenditure	12	-	-
Total other funding required	(2,749)	(2,182)	(1,814)
Other funding provided by			
General rate	2,349	2,349	2,083
Reserves and future surpluses	400	(167)	(269)
Total other funding	2,749	2,182	1,814

Major variances

Resource management operational expenditure was \$335,000 higher than budget. This was the result of legal fees and consulting costs incurred as part of the Matakana Island plan change.



COMMUNITIES



Building Communities

Communities

Overview

The Communities group of activities aims to ensure that all 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. Not all social infrastructure in a community is provided by Council but we make a significant contribution to community well-being by providing places to learn, meet and socialise (for example, halls, libraries, housing for older people and cemeteries), supporting communities through our community development team and encouraging communities to be prepared and able to look after themselves in a civil defence emergency.

Our community outcome

Social infrastructure (the 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.

2014/15 highlights

We have been working with community organisations to ensure they are making good progress and are well informed on our expectations under Council's Communities Strategy.

Service delivery contracts underpinning this work are:

- ▶ Katikati Resource Centre: Provides community and public information as well as community programmes such as adult education and youth holiday programmes
- ▶ Sport Bay of Plenty: Provides local and regional sporting initiatives, support and advice for Council recreation facilities and reserves
- ▶ Surf Lifesaving: Provides professional surf lifesaving services at Waihi Beach, Pukehina Beach and Maketu.

Community safety

Our **community safety** forums are a great opportunity to identify ways to prevent crime and to highlight crime prevention initiatives.

Two forums are held over a six to 12 weekly cycle in the east and west of the District.

The Tauranga Moana Safe City forum provides community safety resources and gives people the opportunity to learn about crime prevention activities, community safety and injury prevention.

We also help the Māori wardens in Katikati to increase their ability to improve community safety.

A **Youth Empower programme** has been held in Te Puna for the past two years focusing on encouraging local youth to create themed artwork on Council facilities such as public toilets and water reservoirs.

Our goals

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

This programme has been completed and has resulted in the elimination of graffiti and vandalism on all those sites selected.

The Youth Empower programme encourages local young people to reach their goals.

During the year we funded the help of a co-ordinator for local services.

Libraries

The District libraries have introduced several initiatives to encourage locals to be involved in library activities.

These have included a children's holiday programme and a series of *Stories At Your Place* for the primary schools where children dress up and act the story.

We have linked in-house library activities to events in the community such as Anzac Day displays and we encourage adults to get involved in activities such as the book club and scrabble club.

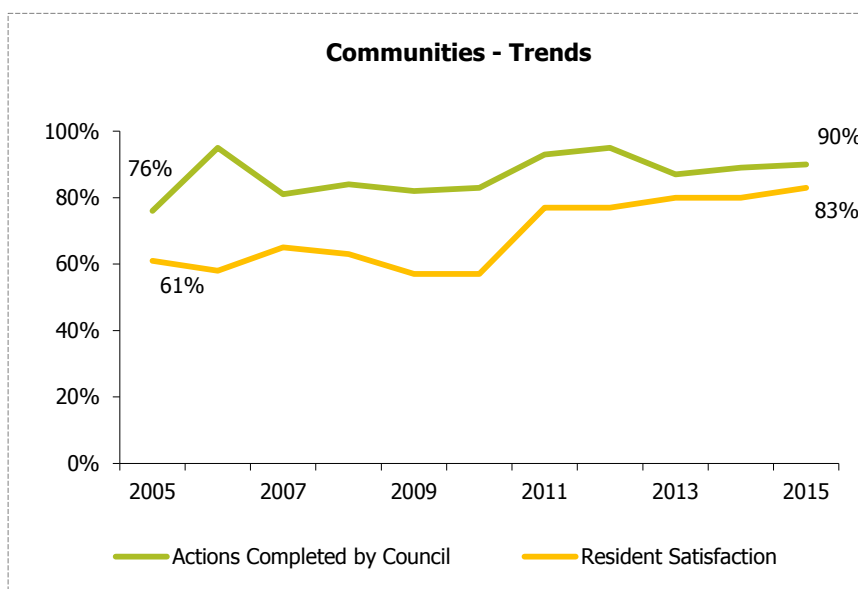
In Katikati, volunteers are digitising the archives so that when our new software Recollect is introduced our customers will be able to access the archives online.

Libraries started the new Kotui programme in June 2015. This is a shared library management system with research tools that can search across all library collections.

Kotui is available at all Council libraries and also via Council's website.

Service performance results

Result trends for key measures










How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Key Performance Measure Percentage completion of the annual work programme as identified in the Community Strategy and action plan.	≥90%	90%	89%	😊
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 the 29% who don't know is 59%

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Develop and deliver a co-ordinated Community Safety Programme in accordance with the Community Safety Policy.				
Number of Community Safety initiatives supported by Council.	10	10	10	😊 6 Safer Community Forums 4 Tauranga Moana Safe Cities held in partnership with Tauranga City Council
Council will actively build capability in community organisations.				
Number of capability building workshops held.	2	2	2	😊 Youth Workshop Katikati held August 2014. Youth in Te Puke held June 2015
Council will engage with tangata whenua.				
Number of hui held with local Marae/Hapū representatives.	6	27	7	😊 Hui held for Council's Long Term Plan, Hapu Management Plans, Wastewater Steering Groups and SmartGrowth.
Library services will be maintained at Katikati, Omokoroa, Te Puke and Waihi Beach.				
Number of library items available per person.	1.9	1.8	1.97	😐 Size of library collection remains static due to continued space constraints. A new library will be built in Katikati for 2016.
Library space (m2) available per 1,000 residents.	26m ²	26m ²	26	😊
Number of physical customer visits per annum.	>160,000	316,762	315,882	😊
Number of times books issued per annum.	>2.75	3.3	3.2	😊
User-friendly information and advice will be provided and all service requests will be resolved.				
Percentage service requests resolved within specified timeframe.	≥95%	94%	94%	😐 Delays experienced with Transportation due to the transition to the new contract and building service requests as a result of resource issues.
Percentage of customers surveyed where service requests were not actioned.	≤5%	2.9%	4%	😊
Percentage resident satisfaction with service provided by frontline staff based on two-yearly survey.	≥85%	86%	91.7%	😊
Council 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 five plots at any one time.	4	4	4	😊

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
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.	14	13	14	 The new Apata Hall located on school land.
Minimum number of notifications (per year) each hall committee will receive regarding annual budget and policy changes.	1	1	2	
Council will provide and maintain 70 pensioner units in Katikati, Te Puke and Waihi Beach.				
Number of complaints regarding the maintenance of pensioner housing accommodation not responded to.	0	0	0	
Percentage of pensioner houses available for occupation.	≥90%	97%	94%	
Percentage of pensioner housing annual inspections completed.	≥95%	73%	97%	 Inspections in Katikati and Te Puke completed June 2015. Waihi Beach inspections will be completed in July 2015.
Emergency Management services will be provided.				
Percentage of Emergency Operations Centre (EOC) staff trained to operate the emergency operations centre.	85%	55%	80%	 Training initiatives have been undertaken over the last year to strengthen the EOC staff capability. All EOC Managers have been fully trained and multiple EOC foundation course training provided. Training will continue to be a key area of focus for 2015/16.
Number of community initiatives to promote emergency readiness and response (i.e. emergency plans and actions identified).	5	22	8	 Multiple contacts undertaken with various community groups promoting community and household preparedness and planning.

Future initiatives

The new Katikati Library is due to be built in 2016 and to open in 2017. We will be asking the community for their ideas on the design and requirements for the building.

Several library initiatives will be started in 2016 including the Recollect archive database and a trial of the book-a-librarian service. This is a service to help customers use e-books, internet searching etc.

The information centres continue to explore ways of engaging more closely with customers and the wider community.

The focus of this work will be greater involvement of our staff (Community Development and Information Centre staff) with the community and an emphasis on working collaboratively and sharing information across libraries.

The old fire station in Katikati will be used for the temporary housing of the Katikati Museum collection. Development of the fire station will start this year.

Cost of service statement - Communities

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Libraries, information and service centres	2,605	2,450	2,302
Community building and service contracts	901	928	976
Housing for older people	839	432	416
Cemeteries	190	156	139
Community halls	423	186	228
Civil defence emergency management	577	463	593
Total operating expenditure	5,535	4,614	4,654
Analysis of expenditure - by class			
Direct costs	3,212	3,081	3,039
Overhead costs	1,392	1,219	1,295
Interest	(66)	(52)	(70)
Asset revaluation	539	-	-
Depreciation	458	366	391
Total operating expenditure	5,535	4,614	4,654
Revenue			
Targeted rates	1,629	1,602	1,598
User fees	71	72	72
Financial contributions	-	51	-
Subsidies	37	-	33
Asset revaluation	512	-	-
Other income	540	479	739
Total revenue	2,789	2,204	2,442
Net cost of service - surplus / (deficit)	(2,746)	(2,410)	(2,212)
Capital expenditure	324	345	627
Total other funding required	(3,070)	(2,755)	(2,839)
Other funding provided by			
General rate	2,687	2,687	2,632
Debt increase / (decrease)	(29)	(36)	(32)
Proceeds from sale of assets	-	-	-
Reserves and future surpluses	412	103	239
Total other funding	3,070	2,755	2,839

Major variances

Operating costs were \$921,000 higher than budget. Of this \$512,000 relates to asset revaluation reductions (pensioner housing \$238,000, cemeteries \$190,000, community halls \$48,000) which were offset by asset revaluation increases of \$539,000. These revaluations are carried out every three years and represent a non-cash expense.

Community halls expenditure includes \$148,000 loss in sale.

Depreciation was \$92,000 higher than budget due to the increased value of Council's assets.

Other operating expenditure was \$290,000 higher than budget, due to overhead changes and increased personnel costs.

RECREATION AND LEISURE



all terrain
TECTpark

Building Communities

Recreation and leisure

Overview

A good network of public open spaces and facilities brings opportunities for people to interact socially and improve their health as well as providing cultural, landscape and ecological protection. Within this activity we provide sports fields and hard courts, passive recreation reserves, sub-regional parks such as TECT All Terrain Park and Huharua Harbour Park, camping grounds, playgrounds and skate parks, public toilets, boat ramps, wharves, jetties and seawalls, boardwalks and walkways.

Our community outcome

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

Our goals

- 1 Provide safe, healthy and appropriate facilities.
- 2 Provide a basic range of public facilities across our District.
- 3 Work with the wider community including tangata whenua to provide and promote recreation and leisure facilities.
- 4 Support provision of sub-regional recreation and leisure opportunities.
- 5 Protect important natural environment, cultural and heritage values.
- 6 Ensure resources are secured to provide for future public recreation and leisure needs.

2014/15 highlights

We continued to work with community groups during the 2014/15 financial year. This has resulted in some 'real wins' for our communities in the development of facilities that not only meet their needs but provide a sense of ownership of the asset. This is illustrated by the following key initiatives.

- ▶ Waihi Beach Surf Club toilets - a new toilet facility has been built in a modern design to reflect the beach community. Local art adorns the exterior walls in the form of a beach scene mural, and pre-cast concrete surf boards are used for the outside showers
- ▶ Tennis Courts at Omokoroa – a collaborative approach was used to complete the courts which opened in June 2015. This approach was underpinned by 'in kind' services where local contractors and others donated labour and machinery free of charge. The total cost of the project was \$140k, which includes the community input of \$10k. The intangible value is the community sense of ownership, as evidenced by the club membership increasing to 100
- ▶ Katikati Cycleways – we worked with the Katikati Trails community development group. The purpose of this group is to promote the development of cycle trails in Katikati. They are now starting to extend the existing cycle network and endeavouring to link the eastern side of the peninsula to the western side. A memorandum of understanding is in place between Council and Katikati Trails. The Katikati Community Board provided funding to the group for trail signs

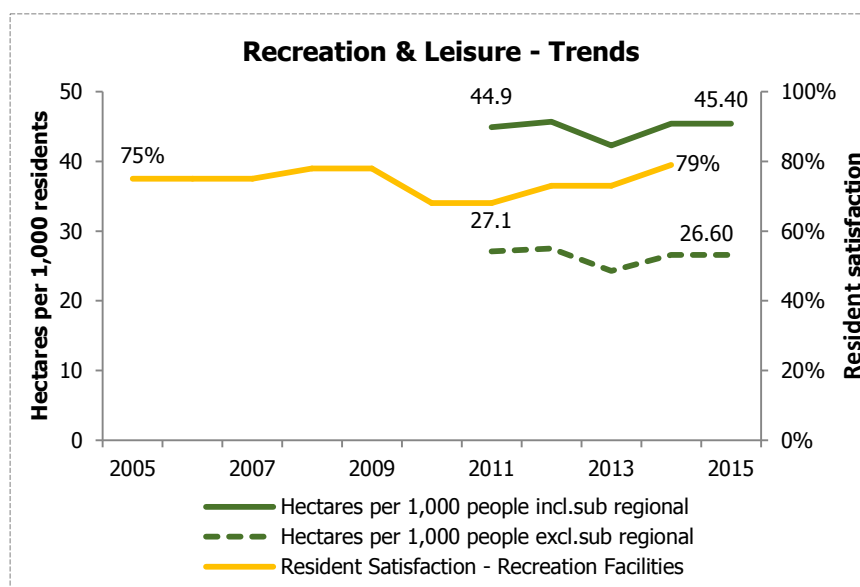
- ▶ McLoughlin Park Historic Bridge Te Puke - we completed the restoration of this historic bridge that provides an important link for local residents to access Te Puke township. We expect the bridge to be eventually incorporated into the Te Puke cycle trail
- ▶ Maketu playground (stage two) – a major upgrade was completed at the Park Road reserve. In conjunction with the Maketu Community Board a 'sand play' area has been developed. This is the first sand play playground in the District and consists of a large sand pit with equipment for children to play.

Development continued at the TECT All Terrain Park. All clubs continue to invest in their facilities and as a result many clubs are enjoying an increase in membership. This is illustrated by the motocross tracks that were officially opened in February. This means the Tauranga Motorcycle Club now have a home base on 40ha of leased park land. Also, the Te Matai Motorsport Club have developed tracks for autocross competition and speedway practice. A fenced exercise area for dogs has also been created which is open to all park users.

The Green Flag award was achieved again by the TECT All Terrain Park. This award is re-evaluated on a two yearly basis, involving a mystery shopper visiting the park, accessing facilities and evaluating the overall experience. The award is internationally recognised. The park first received a Green Flag in 2013, and the successful application in 2015 shows the park continues to maintain quality facilities.

Service performance results

Result trends for key measures



How we will track progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
<p>Key Performance Measure Total hectares of park land provided for recreation or conservation purposes per 1,000 residents.</p> <ul style="list-style-type: none"> ▶ Excluding sub regional parks (TECT All Terrain Park and Huharua Harbour Park). ▶ Including Council's share of sub-regional parks. <p><i>Please note: The decreasing trend is recognising population growth in the District and that facilities will be shared by more people.</i></p>	26.5	26.6	26.6	😊
	43.9	45.4	45.4	😊
<p>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'.</p>	No survey	No survey	79%	The next survey is scheduled for 2016. The last survey was held in 2014 showed 79% satisfaction.
<p>Supporting Measures Number of service requests received where reported injury occurred as a result of the performance or condition of assets on a recreational facility.</p>	0	0	2	😊
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).	93%	94%	95%	😊

How we will track progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
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%	98%	98%	😊
Supporting Measures Percentage of agreed reserve management plans that have been reviewed in accordance with the Reserve Management Act 1977.	100%	100%	100%	😊



How we will track progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Provide a basic range of public facilities across our District.				
Number of hectares per 1,000 residents:				
▶ Actively maintained parkland (excludes sports parks)	5.5	5.4	5.4	☹️
▶ Natural land	20.1	20.7	20.7	😊
▶ Sports parks	2.0	1.6	1.6	☹️
Please note: this excludes the joint sub-regional TECT All Terrain Park and Huharua Harbour Park.				
Number of playgrounds per 1,000 children (under 15 years).	2.9	3.1	3.1	😊
Level of reserve-user satisfaction as monitored by the two-yearly intercept surveys ('satisfied' or 'very satisfied').	No survey	No survey	86%	The next reserve-user survey is scheduled for 2016. The last reserve-user survey was held in 2014 and showed user satisfaction of 86%.
Please note: the decreasing trend is recognising population growth in the District and that existing facilities will be shared by more people.				
Council will provide sub-regional parks per the joint partnership with Tauranga City Council.				
Percentage of actions completed for TECT All Terrain Park per the development plan.	100%	100%	100%	😊
Please note: TECT All Terrain Park has a 30-year staged development plan. It is intended to complete stages as forecast. Huharua Harbour Park development was completed in 2012.				
Sub-regional parks policy review is undertaken per the agreed timetable and scheduled actions completed.	100%	100%	100%	😊

Future initiatives

We will continue to work with community groups in the development of various facilities throughout the District. This includes the Omokoroa skate path, Te Puke Jubilee Park skate park and a new public toilet in Katikati.

The Bay of Plenty Regional Council partnership on riparian harbour management will continue. The focus of this initiative is to improve the health of Tauranga harbour and increase the biodiversity of the riparian margin by fencing.

The Recreation and Leisure Strategy was reviewed as part of the Council's Long Term Plan with implementation commencing in 2016.

Cost of service statement - Recreation and Leisure

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
District Reserves	14,144	3,726	4,306
Motor Camps	720	50	42
Swimming Pool	310	339	356
Harbour structures	1,346	825	924
Sub-regional parks	972	925	790
Total operating expenditure	17,492	5,865	6,417
Analysis of expenditure - by class			
Direct costs	4,655	3,437	3,811
Overhead costs	831	853	787
Interest	81	81	225
Revaluation movement	10,479	-	-
Depreciation	1,446	1,494	1,594
Total operating expenditure	17,492	5,865	6,417
Revenue			
Targeted rates	122	188	168
User fees	26	20	25
Financial contributions	815	1,766	1,327
Subsidies	247	285	274
Vested assets	428	-	-
Asset revaluation	7,188	-	-
Forestry revaluation	355	-	1,302
Other income	1,219	698	763
Total revenue	10,400	2,957	3,859
Net cost of service - surplus / (deficit)	(7,092)	(2,908)	(2,558)
Capital expenditure	1,564	1,966	963
Vested assets	428	-	-
Total other funding required	(9,084)	(4,875)	(3,521)
Other funding provided by			
General rate	4,425	4,425	4,297
Debt increase / (decrease)	(10)	(10)	66
Proceeds from sale of assets	-	-	400
Reserves and future surpluses	4,669	460	(1,243)
Total other funding	9,084	4,875	3,521

Major variances

- ▶ Financial contributions were \$951,000 lower than budget due to lower growth
- ▶ Operating costs were \$11.63m higher than budget. Of this \$10.48m relates to asset revaluation adjustments. These revaluations are carried out every three years and represent a non-cash expense
- ▶ Direct costs were \$1.22m higher than budget due to losses on asset disposals
- ▶ Other income was \$521,000 higher than budget due to forestry harvesting.

REGULATORY SERVICES



Building Communities

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 as well as the opportunities we take to develop local policies, plans and by-laws to regulate local issues. 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. The regulatory activities we provide include:

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

Our community outcome

Regulatory services support community well-being.

Our goals

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

2014/15 highlights

Animal Services

A new dog adoption service started in May 2015 This was promoted on Council's website with profiles of dogs available for adoption and success stories of people who have adopted dogs from this service.

A \$220 fee for this service covers our costs for de-sexing, vaccinating and registering each dog. To date we have successfully found homes for all the dogs advertised.

The number of known (registered) dogs in the District has increased this year from 8,228 to 8,390. This increase is due to settlement growth as well as to the proactive stance we take on identifying unregistered dogs. Further initiatives are planned to encourage owners to register their dogs such as offering owners amnesty. We will continue our proactive measures to identify unregistered dogs.

Resource compliance

In resource consent compliance all the scheduled checks were completed. We have had a 15% increase in noise complaints during the year – a reflection of growing communities and the increase of infill development. Between our staff and after-hours service providers we spend considerable time working between complainants and alleged offenders.

Appeals to the provisional **Local Alcohol Policy** have been resolved during the year. As a result we have a joint policy with Tauranga City Council. A positive indicator of the effectiveness of the licensing service is that we haven't dealt with any issues or objections and no hearings before the District Licensing Committee.

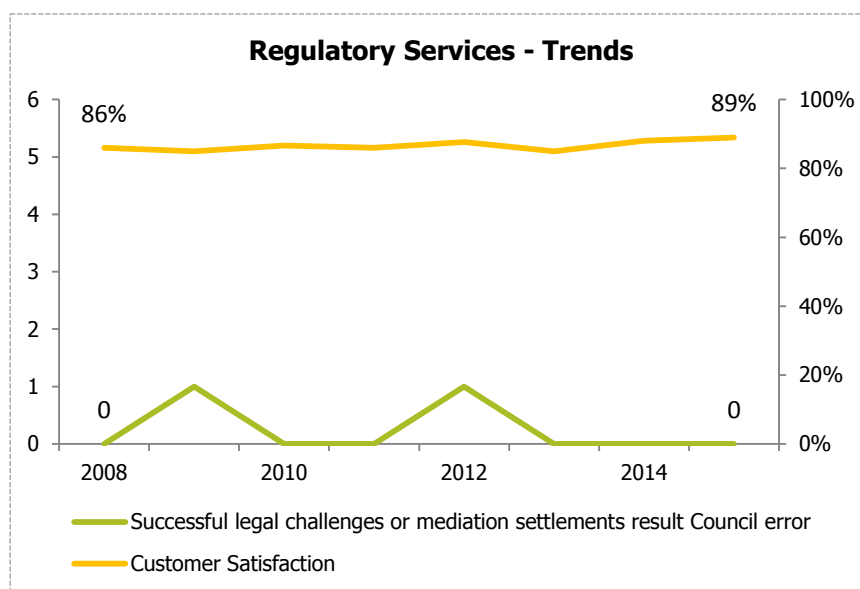
Development

Demand for Land Information Memorandums (LIMs) has significantly increased. We are processing 125 per month – a 130% increase on the same time last year. Records show that about 30% off LIM applications are from Auckland residents seeking to relocate.

Increasing confidence is reflected from the marketplace in part due to the recovery of the kiwifruit industry. This has led to an increase in subdivision and building activity. Demand is increasing for our Package of Plans service and there is a 30% increase in building consents for new houses – as opposed to renovations.

Service performance results





Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	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 survey of regulatory services. (This survey includes Resource Consent, Building and Animal Control Services and identifies those 'satisfied' or not with services provided).	85%	89%	88%	😊
Supporting Measure Percentage of resource consent processes completed in accordance with Council and legislative requirements.	100%	99.5%	100%	😐
Percentage of actions completed in accordance with Council and legislative requirements for Animal Control Services and Building Services.	100%	99.1%	100%	😐
Percentage of animal control service requests actioned within specified timeframe.	90%	99.5%	94%	😊
Number of notifications received from the Ministry of Health in regard to food poisoning from registered premises in our District.	0	0	0	😊
				2 (1%) non-notified land use consents and 4 (2%) non-notified subdivision consents were not processed within the statutory timeframes.
				18 service requests were not processed within the agreed timeframes. A total of 1,994 service requests were received for the year.
				9 service requests exceeded the agreed timeframe. A total of 1,923 service requests were received.

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Resource consent applications will be processed within the statutory timeframe.				
Percentage of all resource consent applications processed within statutory timeframes.	100%	98.8%	100%	 <p>6 non-notified resource consents and 1 notified resource consent was not processed within the regulatory time frame. A total of 371 non-notified resource consents and 3 notified resource consents were received during the year.</p>
Building and health applications and plan checking will be processed within statutory timeframes.				
Percentage of building and health applications and plan checking processed within statutory timeframes.	100%	96.1%	91%	 <p>A total of 969 building consent applications were received during the year and 931 were processed within the statutory timeframe of 20 working days.</p>
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%	99.6%	100%	 <p>A total of 1,113 LIMs were processed during the year, and 6 did not meet the statutory timeframe. All PIMs were processed on time.</p>
Known dogs in our District are registered.				
Percentage of known dogs in our District that are registered.	≥98%	97.6%	99.4%	

Future initiatives

Building and Resource Consent processing

Further development to our online processing will continue with online electronic LIMs being available by the end of 2015, followed by the development of an online processing system for building consents and resource consents.

We take part in 'Go Shift' – an initiative by a coalition of councils that focuses on building consents. Through this programme we aim to achieve more consistency of consent processing across councils that meet accreditation requirements. Accreditation is a two-yearly process managed by the Building Control Authority. Our next assessment is in February 2016.

Food outlet compliance

The Food Act 2012 will be changed to a new Act taking effect in March 2016. This will require all businesses to have a Food Control Plan. Our monitoring of businesses will move from inspection to an audit of food control plans. As this is a new initiative we are planning workshops in September to provide information to business owners on the Act's new requirements.

Cost of service statement - Regulatory Services

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
District Plan implementation	1,528	1,803	1,467
Building and health	2,072	2,025	1,908
Animal control	590	574	657
Compliance and monitoring	541	556	456
Total operating expenditure	4,731	4,957	4,488
Analysis of expenditure - by class			
Direct costs	3,081	3,311	2,894
Overhead costs	1,585	1,605	1,498
Interest	4	(9)	16
Depreciation	61	50	79
Total operating expenditure	4,731	4,957	4,488
Revenue			
User fees	3,713	3,177	3,522
Other income	70	42	50
Total revenue	3,783	3,219	3,571
Net cost of service - surplus / (deficit)	(948)	(1,739)	(917)
Capital expenditure	-	-	-
Total other funding required	(948)	(1,739)	(917)
Other funding provided by			
General rate	1,261	1,894	1,683
Reserves and future surpluses	(313)	(155)	(766)
Total other funding	948	1,739	917

Major variances

- ▶ Total operating expenses are \$226,000 lower than budget. This was due to lower legal fees
- ▶ User fees income was \$536,000 higher than budget due to higher volumes of LIMs and planning fees.



TRANSPORTATION



Building Communities

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.

Within the transportation activity we provide:

- ▶ 840 kilometres - sealed roads
- ▶ 188.5 kilometres - unsealed roads
- ▶ 80 bridges
- ▶ 36 culverts, greater than 1.4m diameter
- ▶ 159.3 kilometres of hard surfaced footpaths
- ▶ 1,371 metres metalled surfaced footpaths
- ▶ 5,046 road signs
- ▶ 2,653 streetlights

Our community outcome

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

Our goals

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

2014/15 highlights

In October 2014 we commenced the One Network Maintenance Contract (ONMC). This contract replaced the original 12 year performance based contract that ended on 30 November 2014. The seven year (ONMC) is a joint arrangement with the NZ Transport Agency (NZTA). The contract covers the local road network and state highways within the Western Bay District and Tauranga City and includes operational maintenance, renewals and improvements such as seal extension, new footpaths and minor network improvements. The ONMC has already delivered significant savings to Council and NZTA through longer term, lump sum funding and performance based delivery requirements.

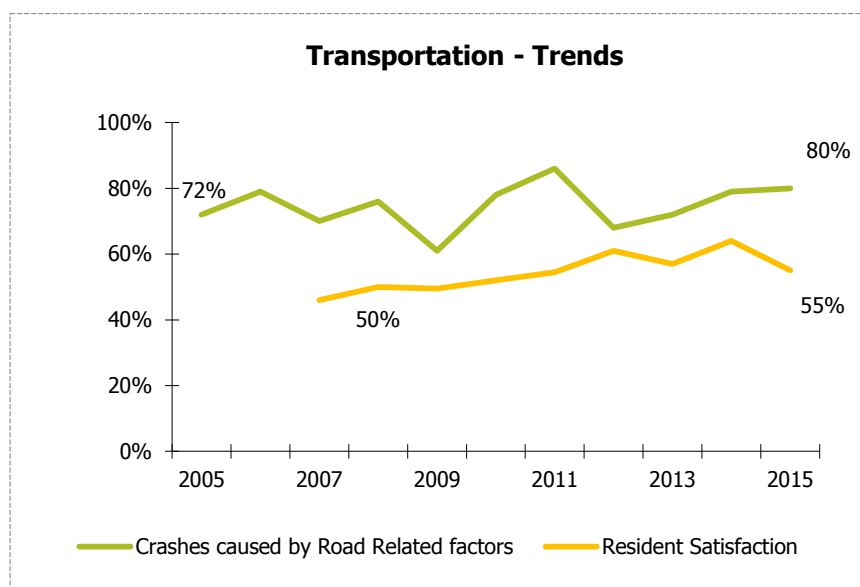
The Tauranga Eastern Link (TEL) will be completed in August 2015 and will result in the transfer of ownership of part State Highway 2 to the Council. A number of issues and enhancements to the road are yet to be worked through, including the renewal of pavement, road markings, a roundabout at Welcome Bay Road, the Te Puke Gateway, traffic 'calming' a Waitangi, urban improvements as well as the renaming of affected roads and renumbering the adjoining properties.

While NZTA are responsible for state highways throughout the District we continue to work with the Agency in the development of business cases for improvements that impact on local roads.

During the year we completed drainage improvements, kerb and channelling and new footpaths on Te Awhe Road, Maketu and Wills and Beach Roads, Katikati.

Service performance results









Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
<p>Key Performance Measure</p> <p>The percentage of crashes with road-related factors compared to Council's peer group. (Small-medium councils as grouped by the New Zealand Transport Agency). (A lower percentage is a favourable result for us).</p>	≤90%	80%	79%	😊
<p>Key Resident Measure</p> <p>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'.</p>	≥55%	55%	64%	😊 The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that don't know is 53%.
<p>Supporting Measure</p> <p>The total social cost as a percentage of crashes caused by road-related factors compared to Council's peer group. (A lower percentage is a favourable result for us).</p>	<95%	127%	146.9%	😞 This result is calculated over a five year window. In 2010 there was a multiple fatality crash which has impacted on the result. It is anticipated this will improve in future years as the current trend for road crashes is reducing.

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
Customers will be satisfied with Council's response to transport related customer requests for action.				
Percentage of service requests actioned on time as per agreed timeframes.	≥90%	86%	90.5%	 The new roading contract commenced in November 2014. During the transition period there were delays in processing service requests.
The services are managed at the lowest possible cost for the required level or service.				
Operating expenditure is managed to within a range of +5% to -5% of budget.	95% - 105%	89%	107%	 The operating expenditure was significantly under budget due to the new 10 year contract which commenced in November 2014.
The network and its facilities are up to date, in good condition and fit for purpose.				
The percentage of traffic that is exposed to smooth rural roads that have a high traffic volume (more than 500 vehicles per day).	≥94%	96%	95.5%	
Annual surfacing and pavement defect index There are a number of potential defects in road pavement structure and its surface. This index is a weighted measure of the fault types.				 The targets levels are determined to allow for deterioration in the network. However results show that the network has improved.
▶ Sealed Roads	1.45	0.22	0.27	
▶ Unsealed Roads	2.80	2.72	2.98	
Annual seal extension completed (km).	3	0.75	3.4	 Seal extension work on Maungarangi Road and Burd Road were not completed.
Annual seal widening completed (km) (conditional on NZTA subsidy).	3	0.62	0.66	
Adverse environmental effects, such as dust, noise and vibration are managed effectively.				
Length of unsealed roads (km).	208	191	199	
Total length of the District's roading network (km).	1,040	1,053	1,030	
Number of successful prosecutions for non-compliance with Resource Management Consents and Historic Places Act 1993 by the Bay of Plenty Regional Council or the Historic Places Trust.	0	0	0	

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Results	
The road network is convenient, offers choices for travel and is available to the whole community.				
Length (metres) of new footpaths and walkways constructed by Council each year. Criteria for urban footpaths is based on Average Daily Traffic (ADT) counts. <ul style="list-style-type: none"> ▶ more than 1,500 ADT footpath 2 sides ▶ more than 300 ADT footpath 1 side ▶ less than 300 ADT no footpath 	≥950	0	4,172	☹️ Footpath extensions were over delivered in previous years so no new footpaths were constructed in the 2014/15 year. In 2013 and 2014 years footpaths constructed were 3,460m and 4,172m respectively against an annual target of >950m.
Customers will be satisfied with Council's response to transport related customer requests for action.				
Level of customer satisfaction with action taken to resolve service requests.	≥85%	90.8%	91%	😊

Future initiatives

We remain focussed on maintaining levels of service and implementing our road improvement programme. Over the next two years this will include seal extensions on Burd Road (1.64km), Matakana Road (1.66km) and Junction Road (2.16km).

We will start working on the Western Bay Cycle Trail over the next 3 years. Stage one is the Omokoroa to Tauranga trail which we are developing in partnership with Tauranga City Council. The first stage of this project is scheduled to commence in 2015/2016.



Cost of service statement - Transportation

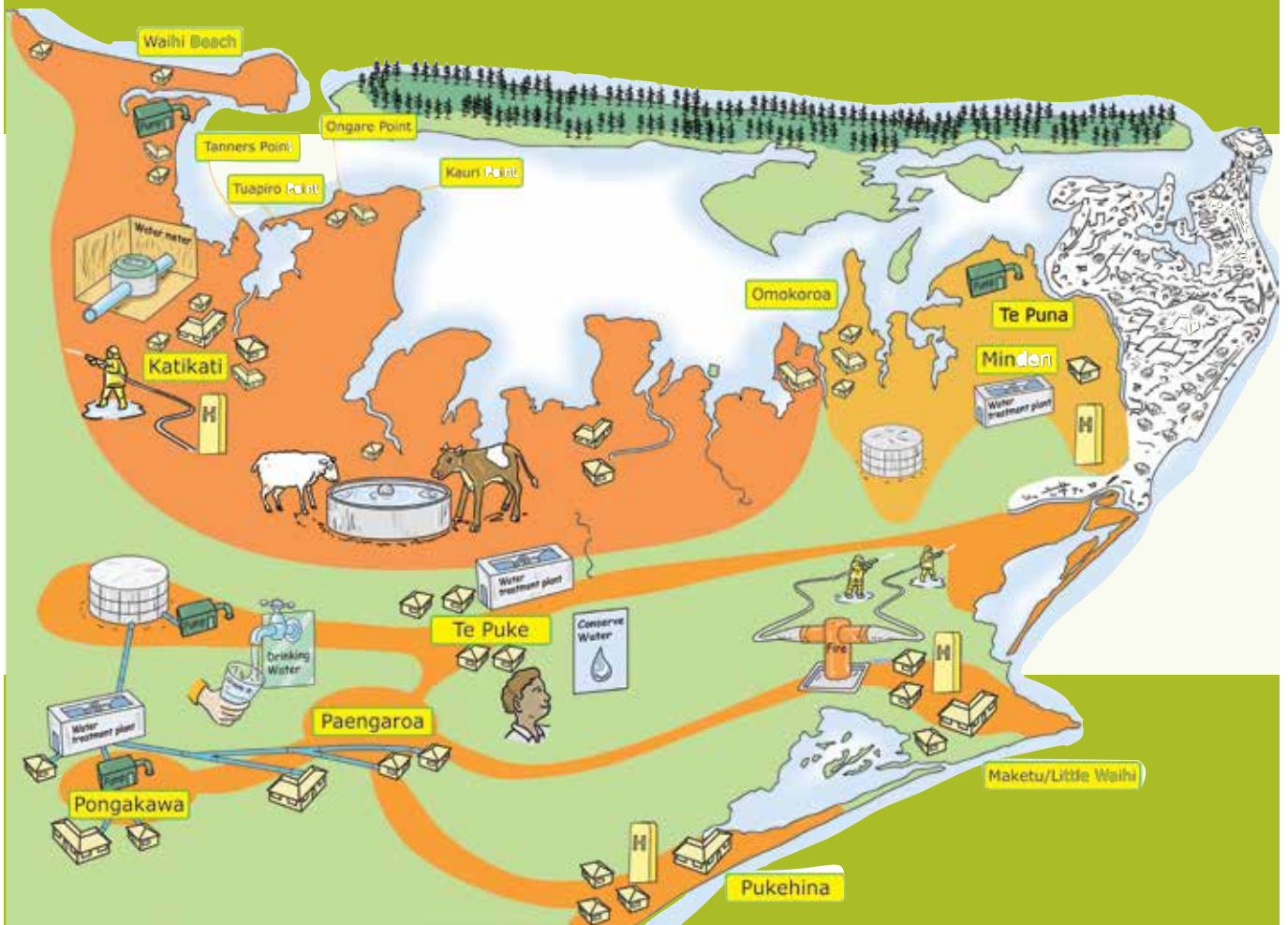
	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Transportation	19,104	21,496	23,014
Total operating expenditure	19,104	21,496	23,014
Analysis of expenditure - by class			
Direct costs	8,151	11,094	12,850
Overhead costs	1,186	1,266	1,158
Interest	1,134	1,170	1,281
Asset revaluation	758	-	-
Depreciation	7,875	7,966	7,725
Total operating expenditure	19,104	21,496	23,014
Revenue			
Targeted rates	44	43	44
User fees	11	1	9
Subsidies	6,545	7,881	7,352
Roading rate	14,379	14,145	14,043
Financial contributions	1,023	1,254	1,420
Vested assets	8	1,400	289
Asset revaluation	16,440	-	-
Other income	594	84	160
Total revenue	39,044	24,808	23,317
Net cost of service - surplus / (deficit)	19,940	3,312	304
Capital expenditure	9,065	12,150	7,971
Vested assets	8	1,400	289
Total other funding required	10,867	(10,238)	(7,957)
Other funding provided by			
Debt increase / (decrease)	(340)	(340)	(319)
Proceeds from sale of assets	-	-	-
Reserves and future surpluses	(10,527)	10,578	8,276
Total other funding	(10,867)	10,238	7,957

Major variances

Total income was \$14.24m higher than budget. The variance is the result of asset revaluation movements of \$16.44m. This was unbudgeted and is non-cash income. This was offset by vested assets being \$1.39m lower than budget. The timing of vested assets is driven by growth and not controlled by Council.

Total operating expenditure was \$2.39m lower than budget. The variance relates to the completion of the PBC-01 contract. Upon final reconciliation, \$3.68m was transferred to the capital account and is offset by capital expenditure being \$3.11m lower than budget.

WATER SUPPLY



Building Communities

Water supply

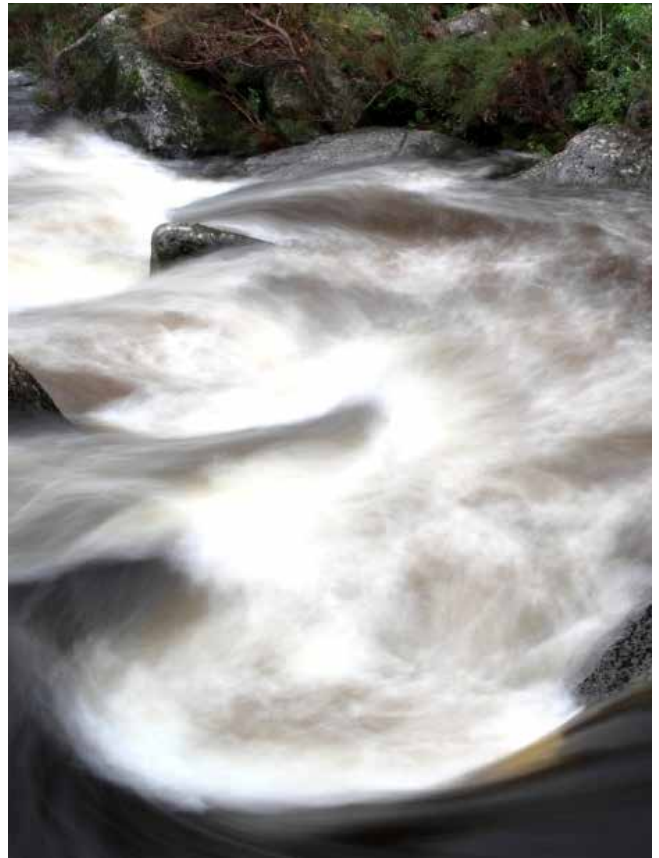
Overview

This activity supplies 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.

Water treatment, storage and distribution are provided in each of the supply zones. Through the operation and maintenance of the treatment plants, pumping stations, reservoirs and the reticulation network. Water is delivered to our community through 14,000 connections.

Council has three water supply schemes, summarised as follows:

- ▶ **Western Water Supply** – provides treated water to properties from Waihi Beach to Wainui Stream.
- ▶ **Central Water Supply** – provides treated water to the Omokoroa community and the surrounding area from Wainui South Stream to the Wairoa River.
- ▶ **Eastern Water Supply** – provides treated water to the eastern half of the District from Te Puke to Pukehina. This supply is an amalgamation of the Bush, Papamoa, Rangioru, Paengaroa and Maketu/Pukehina supplies and the Te Matai irrigation scheme.



Our community outcome

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

2014/15 highlights

Work continued to install water meters across the District. Work at Pukehina is completed and 60% of the Te Puke area has been progressed.

Capital works have focused on improvements to reticulation systems, including work on the No. 3 Road water main. This upgrade also involved the re-routing pipes to ensure ease of access, reduce risk of breakage and improve security of supply.

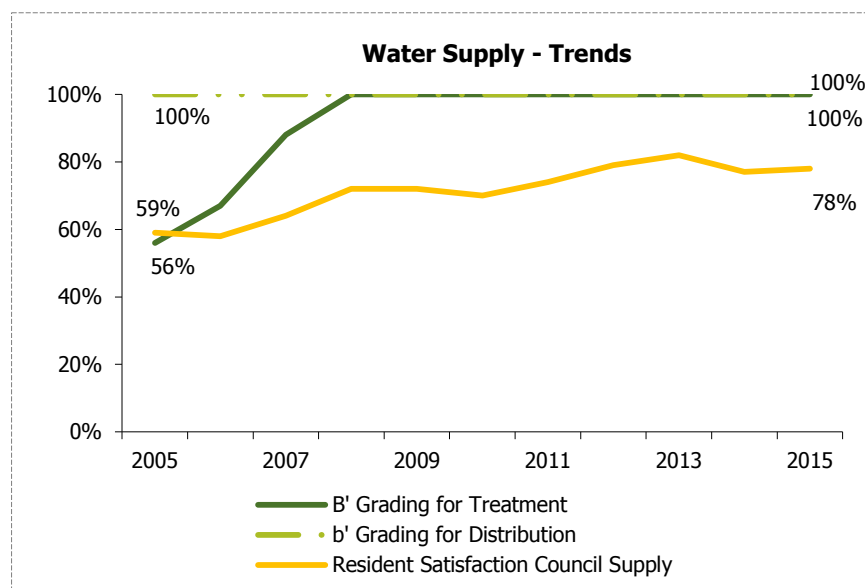
There were two significant breaks at Tahawai and Waihi Beach. Premature pipe failure at Tahawai was due to the location and 'bedding' of pipes. Pipes at Tahawai have been replaced and pipe replacement at Waihi Beach is scheduled for 2016.

Our goals

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

Service performance results

Result trends for key measures



How we will track progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	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'.	≥80%	78%	77%	😞 Key reasons for dissatisfaction were related to the taste and colour. The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that don't know is 77%.
Supporting Measures 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 24 hour storage for the average daily demand.	100%	100%	100%	😊
Percentage of eligible properties that are connected to Council water supply.	≥91%	92.6%	94%	😊

How we will track progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
We will provide good quality water to service growth within the three supply zones.				
Level of compliance with industry standard (NZ Fire Service Code NZPAS4509:2008). This monitors water supply and pressure.	≥95%	99%	99%	😊
Percentage of year where reservoirs are maintained at a minimum of 50% full, in accordance with Ministry of Health requirements.	≥85%	98%	99%	😊
We will monitor sustainable delivery and effectively manage the risks associated with the quality and quantity of the public water supply.				
Number of times when Council's water supply does not comply with resource consents.	<5	0	0	😊
Preventable water loss as a percentage of average daily production as monitored through water meters: <ul style="list-style-type: none"> ▶ Western Supply Zone* ▶ Central Supply Zone* ▶ Eastern Supply Zone* <p>The acceptable range is between 10%-20% bulk supply based on the International Infrastructure Management Manual v1.0.</p> <p><i>*District-wide water meter installation commenced in 2012 and will be completed by 2018.</i></p>	≤15% N/A N/A	N/A 16% NA	N/A 19% N/A	😐 Western and Eastern supply zone will be metered by 2018. Results for these zones will be available at that point. The estimated water loss for the District is 23%. While a target was identified in Council's 2012 - 2022 Long Term Plan for the Western area, until the water metering is completed in this area, an actual result cannot be calculated. Targets were not identified for the Central and Eastern supply zones as metering was not expected to be completed until 2016 and 2019 respectively.

Future initiatives

A new three year maintenance contract, awarded to Veolia, got underway on 1 July 2015. We look forward to working with the Veolia team as we seek to modify and refine how we manage this significant area of Council operations.

Work will also progress to extending the District's water supply network, replace pipes and construct new reservoirs.

Cost of service statement - Water Supply (District-Wide)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Western water supply	3,583	3,360	3,428
Central water supply	2,586	2,502	2,389
Eastern water supply	4,057	4,055	4,064
Total operating expenditure	10,226	9,918	9,881
Analysis of expenditure - by class			
Direct costs	4,170	3,966	3,950
Overhead costs	1,493	1,567	1,463
Interest	1,641	1,654	1,683
Asset revaluation	160	-	2,766
Depreciation	2,762	2,731	19
Total operating expenditure	10,226	9,918	9,881
Revenue			
Targeted rates	6,412	6,301	6,052
User fees	3,340	2,695	2,738
Financial contributions	389	414	542
Vested assets	10	200	183
Asset revaluation	378	-	-
Other income	58	-	154
Total revenue	10,587	9,610	9,670
Net cost of service - surplus / (deficit)	361	(307)	(211)
Capital expenditure	2,081	2,276	1,796
Vested assets	10	200	183
Total other funding required	(1,730)	(2,783)	(2,190)
Other funding provided by			
Proceeds from sale of assets	-	-	116
Debt increase / (decrease)	(703)	240	(351)
Reserves and future surpluses	2,433	2,543	2,425
Total other funding	1,730	2,783	2,190

Major variances

- ▶ Operating expenditure was \$308,000 higher than budget, due to asset revaluation movements of \$160,000 and higher maintenance costs due to unforeseen pipe failures.
- ▶ Operating income was \$977,000 higher than budget. This was due to more water by meter income and additional rates from new properties. Revaluation movements also accounted for \$378,000 of the variance. Revaluations are carried out annually and represent a non-cash expense.

Cost of service statement - Water Supply (Western Water)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Western water supply	3,583	3,360	3,428
Total operating expenditure	3,583	3,360	3,428
Analysis of expenditure - by class			
Direct costs	1,535	1,367	1,397
Overhead costs	562	588	550
Interest	417	453	482
Asset revaluation	64	-	19
Depreciation	1,005	953	979
Total operating expenditure	3,583	3,360	3,428
Revenue			
Targeted rates	2,693	2,630	2,533
User fees	1,067	866	914
Financial contributions	143	193	157
Vested assets	10	100	113
Asset revaluation	227	-	-
Other income	16	-	80
Total revenue	4,156	3,789	3,798
Net cost of service - surplus / (deficit)	573	428	370
Capital expenditure	422	498	560
Vested assets	10	100	113
Total other funding required	141	(170)	(304)
Other funding provided by			
Proceeds from sale of assets	-	-	116
Debt increase / (decrease)	(247)	(248)	(437)
Reserves and future surpluses	106	418	625
Total other funding	(141)	170	304

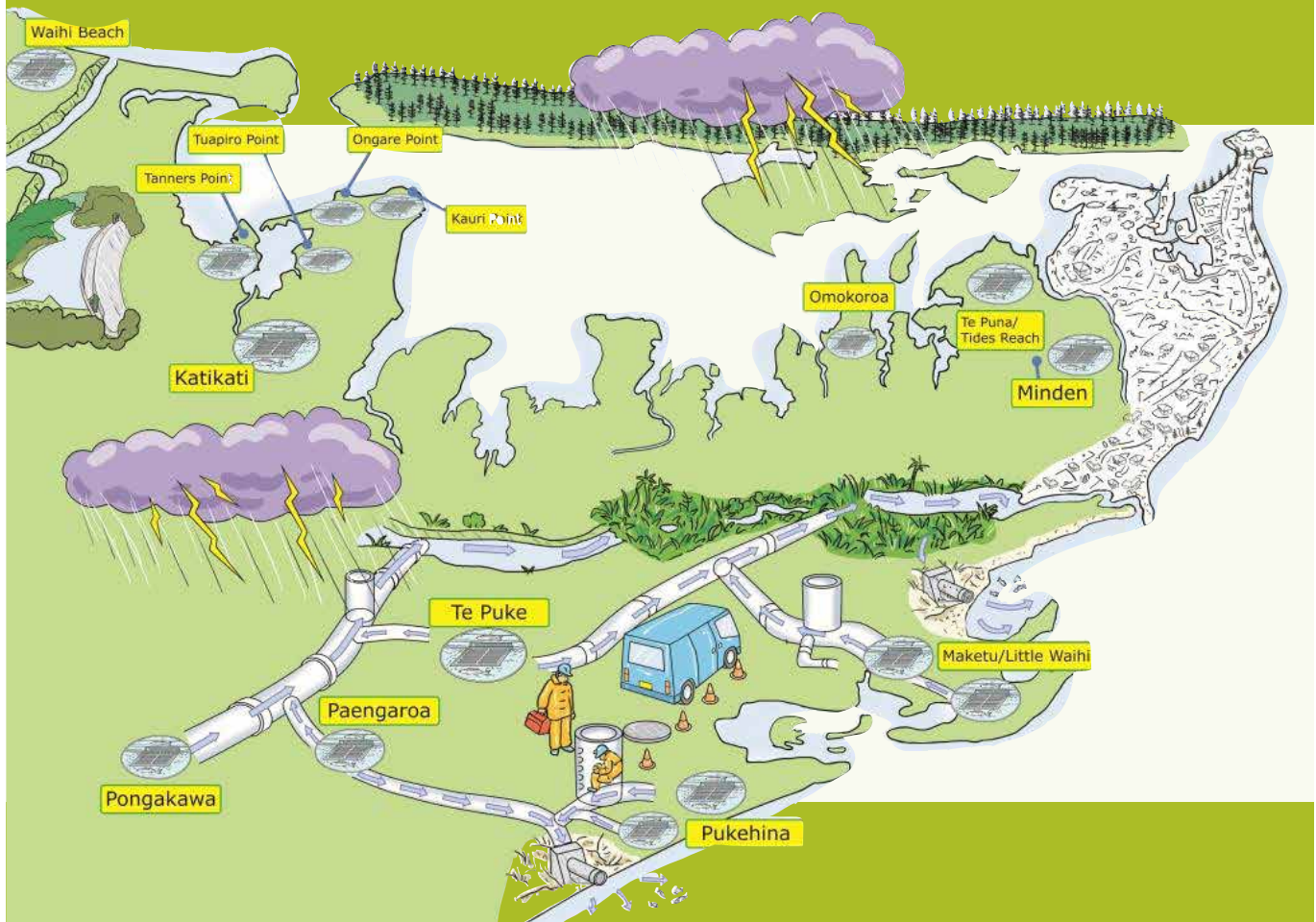
Cost of service statement - Water Supply (Central Water)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Central water supply	2,586	2,502	2,389
Total operating expenditure	2,586	2,502	2,389
Analysis of expenditure - by class			
Direct costs	1,117	1,042	940
Overhead costs	385	404	376
Interest	416	413	433
Asset revaluation	5	-	-
Depreciation	663	643	641
Total operating expenditure	2,586	2,502	2,389
Revenue			
Targeted rates	1,015	1,002	953
User fees	1,089	821	927
Financial contributions	196	159	265
Vested assets	-	50	55
Asset revaluation	34	-	-
Other income	16	-	31
Total revenue	2,350	2,032	2,231
Net cost of service - surplus / (deficit)	(236)	(470)	(158)
Capital expenditure	116	106	254
Vested assets	-	50	55
Total other funding required	(352)	(626)	(467)
Other funding provided by			
Debt increase / (decrease)	(152)	(152)	(143)
Reserves and future surpluses	504	778	609
Total other funding	352	626	467

Cost of service statement - Water Supply (Eastern Water)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Eastern water supply	4,057	4,055	4,064
Total operating expenditure	4,057	4,055	4,064
Analysis of expenditure - by class			
Direct costs	1,517	1,556	1,613
Overhead costs	547	575	537
Interest	808	788	769
Asset revaluation	91	-	-
Depreciation	1,094	1,136	1,146
Total operating expenditure	4,057	4,055	4,064
Revenue			
Targeted rates	2,704	2,669	2,567
User fees	1,185	1,007	896
Financial contributions	49	63	119
Vested assets	-	50	15
Asset revaluation	117	-	-
Other income	25	-	44
Total revenue	4,080	3,789	3,641
Net cost of service - surplus / (deficit)	23	(266)	(423)
Capital expenditure	1,543	1,672	982
Vested assets	-	50	15
Total other funding required	(1,520)	(1,987)	(1,420)
Other funding provided by			
Debt increase / (decrease)	(303)	641	229
Reserves and future surpluses	1,823	1,346	1,191
Total other funding	1,520	1,987	1,420

STORMWATER



Building Communities

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.

Our community outcome

Stormwater networks are designed and managed to meet community and environmental needs.

Our goals

- 1 Stormwater systems in urban growth nodes are progressively upgraded to comply with adopted Structure Plans.
- 2 Existing stormwater systems in small settlements are progressively upgraded to provide a minimum level of service.
- 3 Urban development is avoided in flood-prone areas unless mitigation measures can be provided.
- 4 Communities are consulted and informed about various approaches to stormwater management and their views are sought and taken into account.
- 5 Compliance and monitoring activities are carried out.

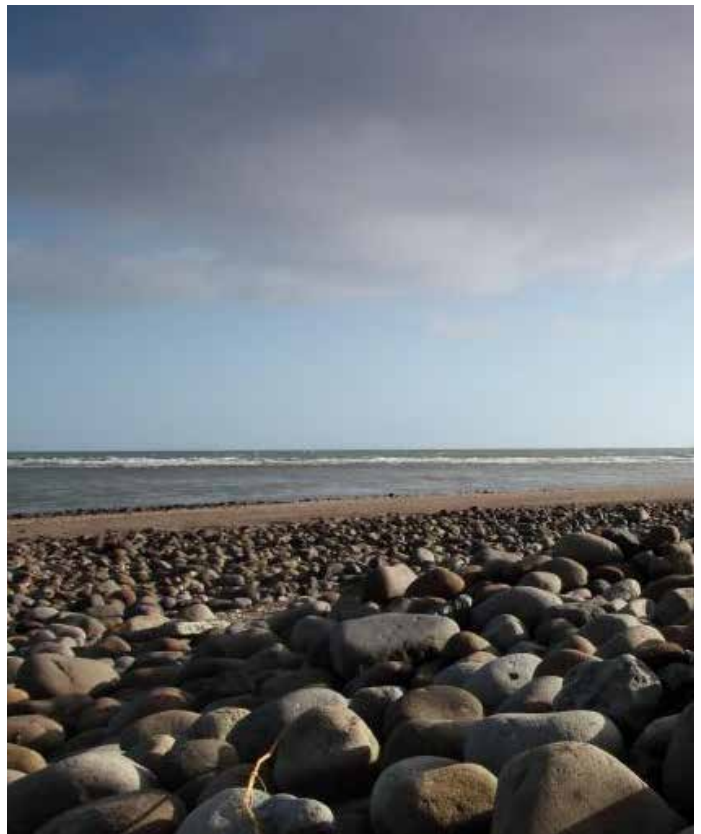
2014/15 highlights

The review of our Stormwater Strategy involved a reassessment of current service levels in association with our communities. A significant part of this approach was our 'not just a storm in a tea cup' community engagement programme at Waihi Beach.

Physical works at Waihi Beach included the replacement of a beach culvert to improve capacity and reduce the risk of blockage. This work has also improved public access to the esplanade and beach front at Waihi Beach.

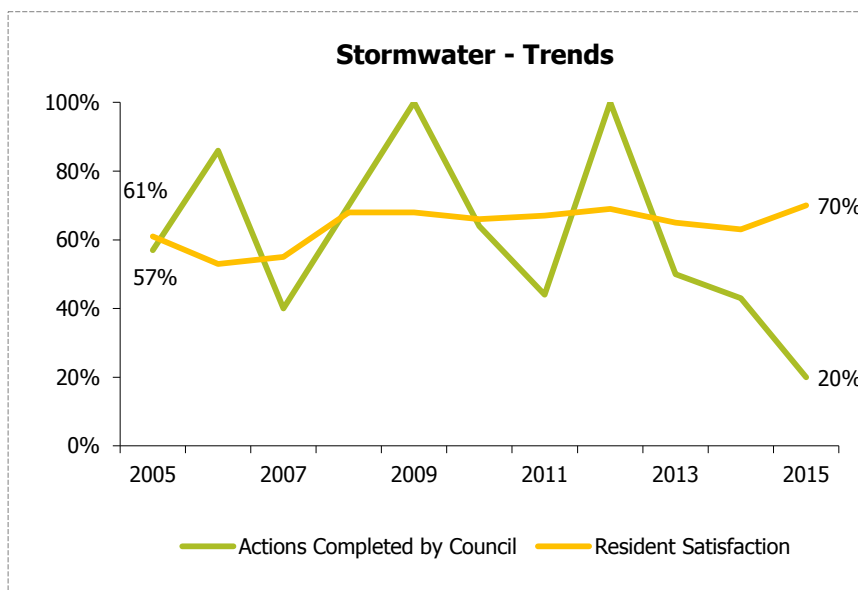
In the Te Puke area we completed work on flood map modelling. This work enables us to more easily distinguish flood risk to properties in a 1:50 year event.

Acknowledgement of the impact of climate change and storm events work commenced to consider how natural ground contours can be used to more effectively manage stormwater rather than hard infrastructure.



Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
<p>Key Performance Measure Percentage completion of the annual work programme as identified in our Stormwater Strategy and Action Plan. This identifies the total annual actions required for this strategy.</p>	90%	20%	43%	<p>☹️</p> <p>Obtaining property owner consents delayed the Te Puna West stormwater upgrades. Waihi Beach upgrades delayed due to resource consent issues.</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' and 'satisfied'.</p>	70%	70%	63%	<p>😊</p> <p>The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that don't know is 54%.</p>

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
Progressively upgrade infrastructure to manage flood levels within designated areas.				
Percentage of reticulation (by length) that is under-size as shown by stormwater modelling based on current rainfall data. Please note: <i>The Bay of Plenty Regional Council adjusted stormwater calculations during 2012. This has resulted in a higher proportion of our network being under-size. Our action plans are addressing this issue and trends will improve in later years of this Plan.</i>	25%	24%	24%	😞 No significant stormwater upgrades have been completed during the 2014/15 financial year. This measure is only an estimate. Council is progressively working through the District to develop stormwater models to identify infrastructure that is undersized. Once the models are complete a more accurate measure of the percentage of undersized pipes can be given.
Maintain existing stormwater systems to contain flooding within designated areas.				
Number of times flooding occurs outside identified flood-prone urban areas during a one-in-50 year or less storm event. Please note: <i>a one-in-50 year storm event is a nationally recognised measure and used in our Code of Practice.</i>	2 (events)	0 (events)	3 (events)	😊 Council did not receive any reports of flooding above the floor level throughout the District.

Future initiatives

The revised stormwater strategy will be implemented in 2016. This includes the revised level of service where property owners have the opportunity to lift houses out of the flood zone. As an incentive for property owners that undertake this work consent fees will be waived.

We will be taking a more considered approach to development as there will be greater emphasis on development that doesn't impact on natural overland flow paths.

We anticipate the stormwater consent for Waihi Beach to Katikati will be implemented in 2016. The consent for the central area is progressing and after further discussion with the community we anticipate lodging a consent application at the end of 2015. Work for the Te Puke and Maketu consent is scheduled for 2016.



Cost of service statement - Stormwater

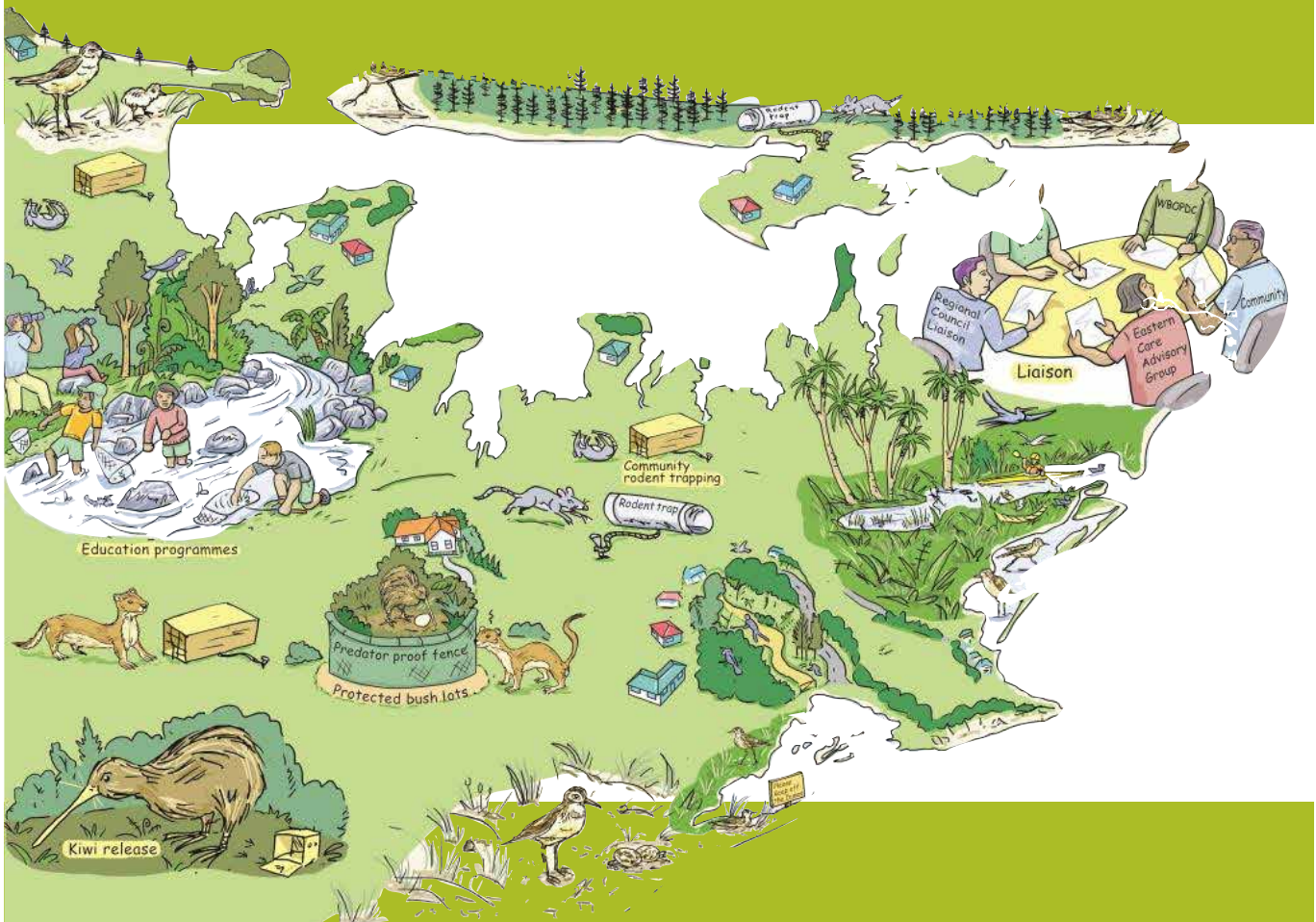
	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Stormwater	4,618	3,852	3,918
Waihi Beach coastal protection	135	183	164
Total operating expenditure	4,753	4,035	4,083
Analysis of expenditure - by class			
Direct costs	882	618	634
Overhead costs	555	587	549
Interest	1,821	1,748	1,763
Asset revaluation	346	-	-
Depreciation	1,149	1,082	1,138
Total operating expenditure	4,753	4,035	4,083
Revenue			
Targeted rates	2,742	2,743	3,080
User fees	-	-	1
Financial contributions	65	293	191
Vested assets	10	300	418
Asset revaluation	76	-	-
Other income	3	-	2
Total revenue	2,896	3,336	3,692
Net cost of service - surplus / (deficit)	(1,857)	(699)	(391)
Capital expenditure	137	1,160	859
Vested assets	10	300	418
Total other funding required	(2,004)	(2,159)	(1,667)
Other funding provided by			
General rate	194	54	197
Debt Increase / (decrease)	(435)	(41)	(334)
Reserves and future surpluses	2,245	2,146	1,804
Total other funding	2,004	2,159	1,667

Major variances

- ▶ Operating expenditure was \$718,000 higher than budget due to;
 - Maintenance costs being \$260,000 higher than budget, interest expense being \$73,000 higher than budget and asset revaluation movements of \$346,000. These revaluations are carried out annually and represent a non-cash expense.
- ▶ Total revenue was \$440,000 due to lower development than budget, which affected financial contributions and vested assets.



NATURAL ENVIRONMENT



Protecting the 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 we provide to protect our natural environment include environmental education programmes (through service delivery contracts with Wild About New Zealand and Coastcare), support for community based activities provided by our Environmental Development Officer, fencing subsidies to encourage the protection of important ecological areas on private land and a small fund that can be used to support projects or initiatives that enhance the quality of the environment.

Our community outcome

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

Our goals

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

2014/15 highlights

Environmental development

We continually support and help community based groups in their work on environmental projects.

Bio Blitz Katikati was one such community project, led by the Uretara Estuary Managers. More than 30 scientists gathered with community representatives to gauge the extent of bio-diversity in the Uretara catchment.

Bio Blitz resulted in the identification and cataloguing of more than 3000 species and it will provide a data platform for future monitoring.

The **relocation of the Weka** was achieved by the Aongatete Forest Restoration Trust in partnership with the Department of Conservation and Forest and Bird.

This is the only site in the Western Bay the weka inhabits. The weka is a daytime species and highly inquisitive so they will be marvellous ambassadors. We hope that the comprehensive monitoring programme we have in place will show large population increases over future years.

We supported various community projects through supplying plants. These projects included: Pongakawa School wetlands, Ngamuwahine School Camp, Te Arakahikatea walkway (Te Puke) and the Maketu Taiapure's 'Borrow Pits' project on the Kaituna River that aims to restore whitebait habitat and populations.

Council staff facilitated three contracts for wetland monitoring on Matakana Island.

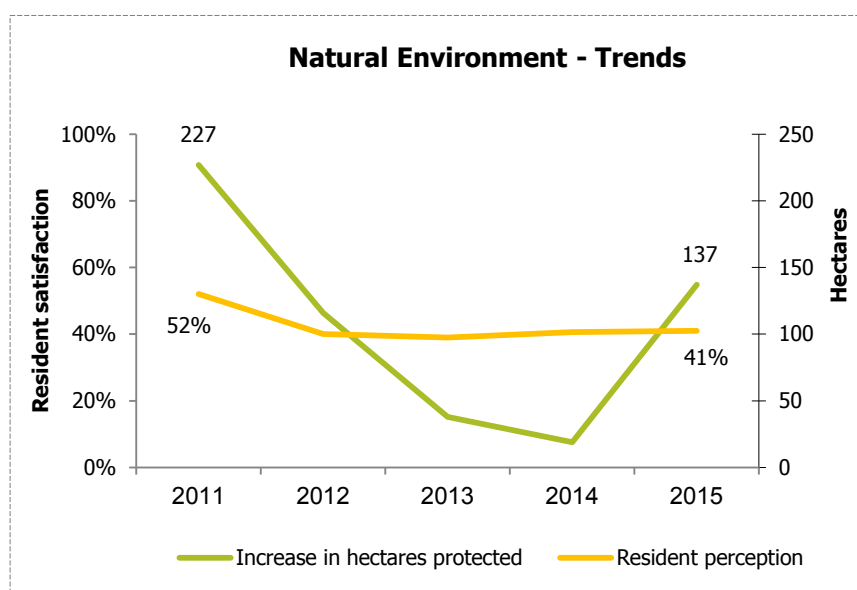
Monitoring is undertaken by hapu and is a continuation of baseline monitoring that was completed five years ago. Monitoring provides valuable insight on the progression of wetlands.

The **Enspire programme** was a joint initiative with Tauranga City Council and Bay of Plenty Regional Council. The programme was a youth video challenge created by a 'Ted X style' presentation about the natural environment.

Western Bay was represented by several groups with the Omokoroa Point Inspirers achieving fourth place. This project gave an indication of future ideas and how young people can be involved in raising awareness about the environment through online media.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Key Compliance Measure Additional number of hectares physically and legally protected through various covenants.	>100ha	137ha	19 ha	😊
Key Resident Measure Percentage of residents surveyed who perceive the environmental attributes monitored have improved. <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>	50%	41%	40.6%	😞 Key areas of concern are the quality of streams, rivers and harbours and the amount of noxious weeds. The target and result were calculated excluding those surveyed who 'don't know'. The survey result including those that don't know is 36%.

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Facilitate and support community involvement in protecting and enhancing the natural environment.				
Number of environmental groups that Council:				
▶ has association with	35	41	35	😊
▶ actively supports.	15	12	19	😞
Number of individual landowners actively supported.	≥24	30	57	😊

Future initiatives

We will continue to support community environmental groups as they seek to preserve and restore their natural environment, although the manner of that support is changing. We will be encouraging groups to set themselves up as 'social enterprises' that can become partly sustainable.

Successful environmental groups have identified the need to bolster voluntary support through using a business planning approach. This may involve some key positions being paid and income being generated in different ways to the contestable funding processes that have traditionally been used.



Cost of service statement - Natural Environment

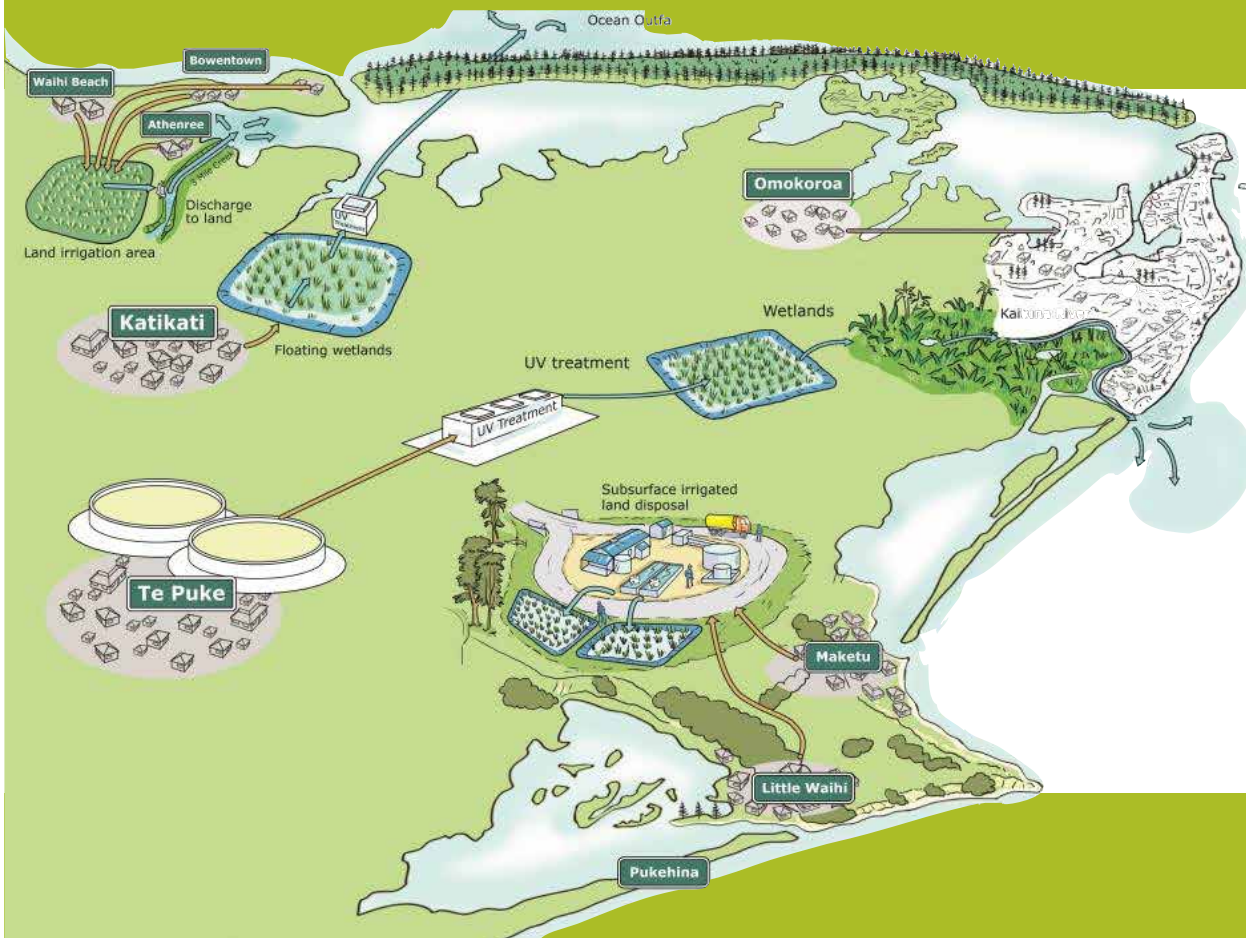
	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Environment protection grants	97	82	108
Natural environment support	274	159	248
Coastcare	36	55	37
Total operating expenditure	407	296	393
Analysis of expenditure - by class			
Direct costs	361	258	356
Overhead costs	39	37	34
Depreciation	7	1	3
Total operating expenditure	407	296	393
Revenue			
Targeted rates	15	15	15
Financial contributions	58	108	93
Interest	-	-	-
Other income	-	-	-
Total revenue	73	123	108
Net cost of service - surplus / (deficit)	(334)	(173)	(284)
Capital expenditure	-	-	-
Total other funding required	(334)	(173)	(284)
Other funding provided by			
General rate	142	142	103
Environment protection rate	30	30	30
Reserves and future surpluses	162	52	151
Total other funding	334	173	284

Major variances

- Natural environment support expenditure was \$115,000 higher than budget due to more grants being provided for the purposes of environmental protection.



WASTEWATER



Protecting the Environment

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. For areas of our District where a reticulated wastewater scheme is unavailable wastewater must be managed on-site. The Bay of Plenty Regional Council is responsible for the consenting and management of on-site schemes.

Our community outcome

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

Our goals

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

2014/15 highlights

We continued to work with Te Puna West and Ongare Point communities to comply with the Bay of Plenty Regional Council’s On Site Effluent Treatment Plan (OSET). At this stage property owners will need to either upgrade their wastewater system or install a community wastewater system. The Regional Council have provided some funding (\$1m Te Puna West, Ongare Point \$600k) toward this work.

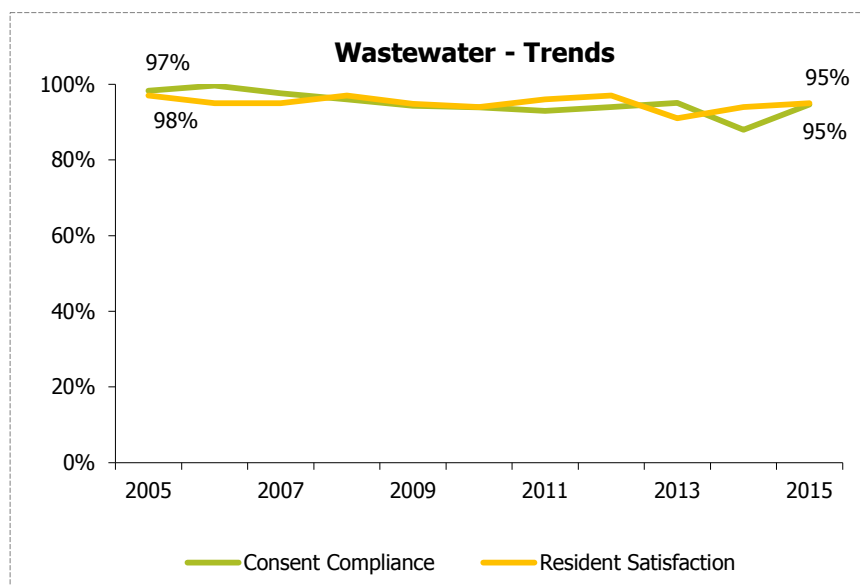
Work continues on resource consent renewals for Katikati and Te Puke wastewater treatment. This work includes consultation with local iwi/hapu. We expect to lodge a renewal consent in May 2016.

Capital works at Katikati were delayed as on-site investigations found issues with existing ponds. These issues have been addressed and work is on track to be completed in 2016.






Service performance results


Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Result	Result	
Key Performance Measure Percentage compliance with Resource Consents for each wastewater scheme:				
▶ Katikati	95%	93%	76%	 Reasons for non-compliance are: <ul style="list-style-type: none"> • Katikati – insufficient UV treatment due to mechanical problems as well as maintenance and construction work within the wetlands • Maketu – problems with computer software programming which affected the plant operation.
▶ Maketu/Little Waihi	99%	97%	82.3%	
▶ Te Puke	94%	94%	97.2%	
▶ Waihi Beach	97%	97%	96.3%	
Key Resident Measure Level of resident satisfaction with Council's reticulated wastewater disposal system as monitored by the Annual Residents' Survey, those residents who are 'very satisfied' and 'satisfied'.	≥95%	95%	94%	 The target and result were calculated excluding those surveyed who don't know. The survey result including don't know is 90%.
Supporting Measures Capacity of the wastewater treatment plants to meet the daily peak demand. Current capacity allows for future growth in accordance with our existing structure plans.	≥100%	100%	>100%	

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
Capacity for 100% of eligible households within the area of the Council's wastewater scheme to be connected.				
Percentage of eligible households (excluding vacant sections) connected within the wastewater scheme of:				
▶ Katikati	≥98%	99%	99%	 Council is currently working with six property owners at Maketu who have not yet connected to the wastewater scheme.
▶ Maketu/Little Waihi	≥98%	98%	99%	
▶ Omokoroa	≥98%	99%	99%	
▶ Te Puke	≥98%	99%	99%	
▶ Waihi Beach	≥98%	99%	99%	

Future initiatives

A Trade Waste Bylaw will be implemented in 2016 and provides the opportunity for to work with customers to develop a suitable waste solution.

Cost of service statement - Wastewater (District-Wide)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Waihi Beach wastewater	3,350	3,302	3,241
Katikati wastewater	1,708	1,733	1,722
Omokoroa wastewater	4,481	4,098	3,890
Te Puke wastewater	1,817	1,627	1,754
Maketu wastewater	1,168	1,045	1,071
Total operating expenditure	12,524	11,804	11,679
Analysis of expenditure - by class			
Direct costs	3,375	3,143	3,096
Overhead costs	1,286	1,345	1,262
Interest	3,876	3,891	3,940
Asset revaluation	522	-	-
Depreciation	3,465	3,425	3,381
Total operating expenditure	12,524	11,804	11,679
Revenue			
Targeted rates	8,819	8,776	8,347
User fees	2	2	1
Financial contributions	258	631	604
Subsidies	-	404	-
Vested assets	12	340	88
Asset revaluation	142	-	-
Other income	43	-	50
Total revenue	9,276	10,153	9,090
Net cost of service - surplus / (deficit)	(3,248)	(1,651)	(2,589)
Capital expenditure	509	1,398	1,164
Vested assets	12	340	88
Total other funding required	(3,769)	(3,389)	(3,840)
Other funding provided by			
General rate	482	-	560
Environment protection rate	476	476	343
Debt increase / (decrease)	(1,141)	(780)	(1,091)
Reserves and future surpluses	3,952	3,693	4,029
Total other funding	3,769	3,389	3,840

Major variances

- ▶ Operating expenditure was \$720,000 higher than budget due to maintenance cost being \$337,000 ahead to budget as a result on sludge removal cost. Revaluation costs of \$522,000 relates to asset revaluation adjustments. These revaluations are carried out annually and represent a non-cash expense
- ▶ Total revenue was \$877,000 less than budget. \$404,000 relates to external funding for the Otawhiwhi wastewater connection to the Waihi Beach sewerage plant which did not happen
- ▶ Growth related income, being financial contributions and vested assets were \$701,000 lower than budget as the result of less growth in the urban areas.

Cost of service statement - Wastewater (Katikati)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Katikati wastewater	1,708	1,733	1,722
Total operating expenditure	1,708	1,733	1,722
Analysis of expenditure - by class			
Direct costs	567	577	558
Overhead costs	293	304	286
Interest	138	131	170
Depreciation	710	721	708
Total operating expenditure	1,708	1,733	1,722
Revenue			
Targeted rates	1,774	1,792	1,618
User fees	1	-	-
Financial contributions	75	188	103
Vested assets	-	70	-
Asset revaluation	127	-	-
Other income	11	-	10
Total revenue	1,988	2,050	1,731
Net cost of service - surplus / (deficit)	280	317	9
Capital expenditure	195	392	781
Vested assets	-	70	-
Total other funding required	85	(145)	(772)
Other funding provided by			
Environment protection rate	75	75	67
Debt increase / (decrease)	(137)	(7)	(126)
Reserves and future surpluses	(23)	77	831
Total other funding	(85)	145	772

Cost of service statement - Wastewater (Maketu)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Maketu wastewater	1,168	1,045	1,071
Total operating expenditure	1,168	1,045	1,071
Analysis of expenditure - by class			
Direct costs	443	361	362
Overhead costs	156	160	150
Interest	146	132	120
Depreciation	423	392	439
Total operating expenditure	1,168	1,045	1,071
Revenue			
Targeted rates	441	396	440
User fees	-	2	-
Financial contributions	-	-	6
Other income	3	-	10
Total revenue	444	398	456
Net cost of service - surplus / (deficit)	(724)	(647)	(615)
Capital expenditure	30	-	84
Total other funding required	(754)	(647)	(698)
Other funding provided by			
Environment protection rate	17	16	16
Debt increase / (decrease)	-	-	-
Reserves and future surpluses	737	631	683
Total other funding	754	647	698

Cost of service statement - Wastewater (Omokoroa)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Omokoroa wastewater	4,480	4,098	3,890
Total operating expenditure	4,480	4,098	3,890
Analysis of expenditure - by class			
Direct costs	760	744	649
Overhead costs	270	272	256
Interest	2,376	2,367	2,276
Asset revaluation	335	-	-
Depreciation	739	715	709
Total operating expenditure	4,480	4,098	3,890
Revenue			
Targeted rates	1,406	1,405	1,393
Financial contributions	122	221	282
Vested assets	-	70	-
Other income	9	-	8
Total revenue	1,537	1,696	1,683
Net cost of service - surplus / (deficit)	(2,943)	(2,402)	(2,208)
Capital expenditure	-	-	-
Vested assets	-	70	-
Total other funding required	(2,943)	(2,472)	(2,208)
Other funding provided by			
General rate	342	-	342
Environment protection rate	169	169	57
Debt increase / (decrease)	(153)	(153)	(143)
Reserves and future surpluses	2,585	2,456	1,953
Total other funding	2,943	2,472	2,208

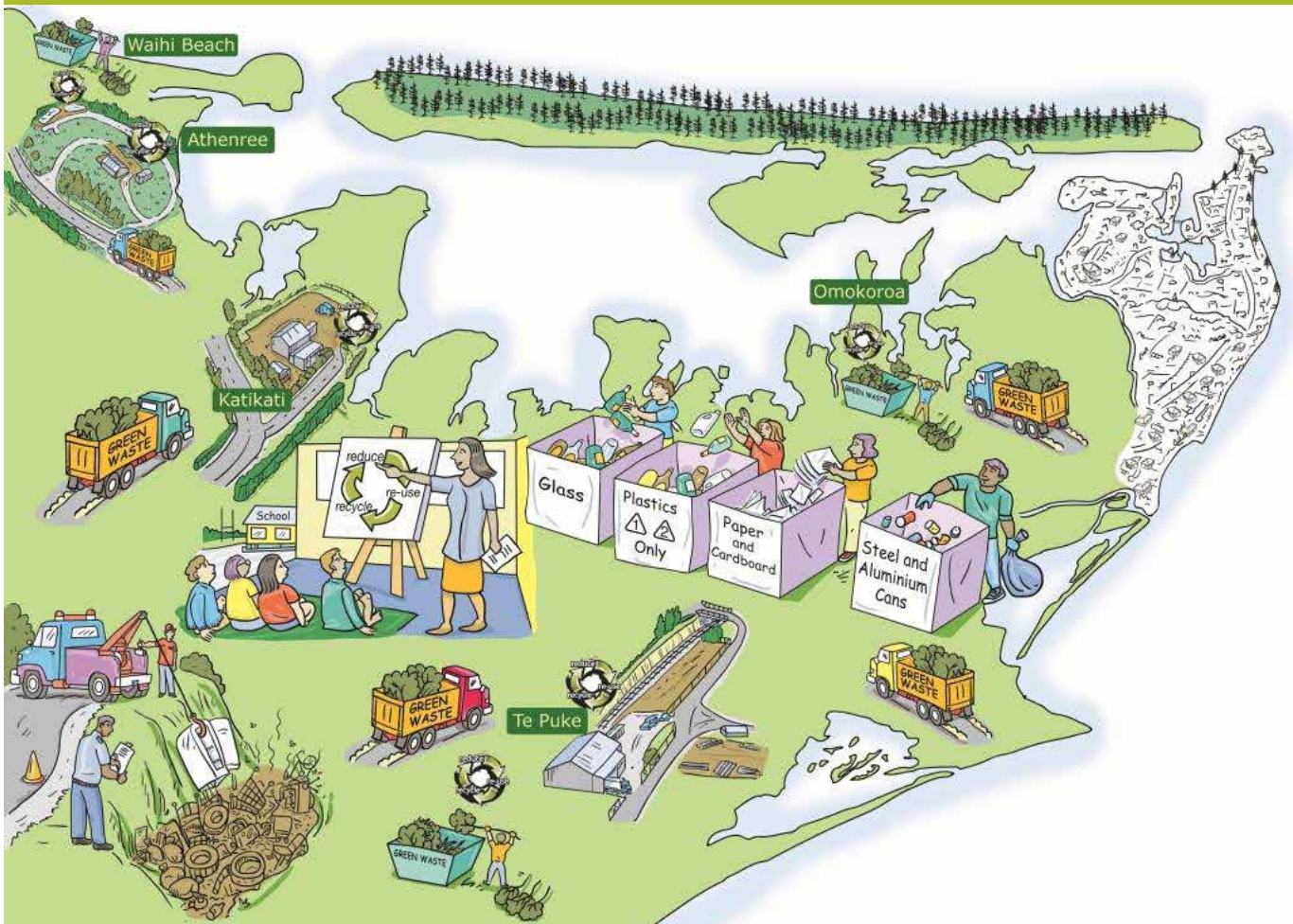
Cost of service statement - Wastewater (Te Puke)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Te Puke wastewater	1,817	1,627	1,754
Total operating expenditure	1,817	1,627	1,754
Analysis of expenditure - by class			
Direct costs	814	681	745
Overhead costs	298	310	291
Interest	(9)	(14)	52
Asset revaluation	10	-	-
Depreciation	704	650	666
Total operating expenditure	1,817	1,627	1,754
Revenue			
Targeted rates	2,124	2,128	1,793
Financial contributions	-	77	46
Asset revaluation	15	-	-
Other income	9	-	11
Total revenue	2,148	2,206	1,851
Net cost of service - surplus / (deficit)	331	579	97
Capital expenditure	62	179	184
Vested assets	-	-	-
Total other funding required	269	400	(88)
Other funding provided by			
Environment protection rate	89	89	75
Debt increase / (decrease)	(401)	(281)	(376)
Reserves and future surpluses	43	(208)	389
Total other funding	(269)	(400)	88

Cost of service statement - Wastewater (Waihi Beach)

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Waihi Beach wastewater	3,350	3,302	3,241
Total operating expenditure	3,350	3,302	3,241
Analysis of expenditure - by class			
Direct costs	790	780	781
Overhead costs	268	299	278
Interest	1,225	1,276	1,322
Asset revaluation	177	-	-
Depreciation	890	947	860
Total operating expenditure	3,350	3,302	3,241
Revenue			
Targeted rates	3,073	3,055	3,102
User fees	1	-	-
Financial contributions	60	145	167
Vested assets	12	200	88
Asset revaluation	-	-	-
Subsidies	-	404	-
Other income	12	-	12
Total revenue	3,158	3,804	3,369
Net cost of service - surplus / (deficit)	(192)	502	128
Capital expenditure	221	827	114
Vested assets	12	200	88
Total other funding required	(425)	(525)	(74)
Other funding provided by			
General rate	140	-	218
Environment protection rate	127	127	129
Debt increase / (decrease)	(450)	(339)	(446)
Reserves and future surpluses	608	737	173
Total other funding	425	525	74

SOLID WASTE



Protecting the Environment

Solid Waste

Overview

Our aspirational goal, which we share with Tauranga City Council and the Bay of Plenty Regional Council is 'zero waste' by 2015. Our main roles in achieving this goal are in planning for solid waste activities, education and enforcement to ensure individuals, households and businesses are dealing with their waste in the most responsible way.

Our community outcome

Efficient waste management practices minimise environmental harm and waste.

Our goals

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

2014/15 highlights

In March 2015 we brought the operation of the Te Puke Recycling Centre back 'in house'. This meant the end of our partnership with not for profit organisation Avalon Inc. Avalon staff have been employed to operate the centre. This means we now have a consistent business model across all recycling centres in the District. Through this model we manage the collection and sale of waste and any income is returned to Council.

Work commenced on the Joint Waste Minimisation Plan with Tauranga City Council. This requires us to revisit contractors about the registration process. It is intended that each contractor will pay a registration fee and they will supply waste data.



Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
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.	90%	100%	100%	😊
Key Resident Measure Percentage of customer satisfaction with household rubbish disposal methods. As measured through our Annual Residents' Survey, those customers who are 'very satisfied' and 'satisfied'.	≥70%	79%	78%	😊 The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including those who don't know is 59%.
Supporting Measures Percentage of waste recycled or recovered as estimated and reported by licensed operators (excludes waste disposed of privately) <i>We include estimates because we do not have weighbridges.</i>	50%	25%	33%	😞 Results dependent on reports received from independent operators.
Number of initiatives funded by the Ministry for the Environment Waste Minimisation Scheme.	1	1	1	😊 Compaction material at Te Puke Recycling Centre.

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
All Council-owned solid waste facilities (including closed landfills) meet environmental standards.				
Number of abatement or infringement notices issued.	0	0	0	😊
Provide and maintain drop-off recycling services.				
Number of green waste and/or recycling facilities provided.	4	4	4	😊
Assist the provision of opportunities for the removal of hazardous waste.				
Number of 'haz-mobile' collection services held in the District each year.	1	0	0	😞 Funding for haz mobile collection has ceased. Hazardous waste (domestic quantities) is received at our Te Puke, Katikati and Athenree facilities.

Future initiatives

We will continue to promote the use of recycling centres and engage with communities to seek solutions for improving the management of solid waste. This work will be supported by our waste minimisation community education programmes. We will also continue to provide support at particular community events where recycling equipment is required.

Cost of service statement - Solid Waste

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
District solid waste	289	506	272
Western solid waste	352	332	372
Eastern solid waste	370	384	303
Omokoroa green waste	140	144	133
Total operating expenditure	1,151	1,366	1,080
Analysis of expenditure - by class			
Direct costs	576	819	543
Overhead costs	445	452	429
Interest	19	72	81
Asset revaluation	83	-	-
Depreciation	28	23	27
Total operating expenditure	1,151	1,366	1,080
Revenue			
Targeted rates	1,023	1,001	973
User fees	52	66	67
Subsidies	151	130	134
Asset revaluation	82	-	-
Other income	52	20	45
Total revenue	1,360	1,217	1,219
Net cost of service - surplus / (deficit)	209	(149)	138
Capital expenditure	-	-	57
Total other funding required	209	(149)	81
Other funding provided by			
Environment protection rate	289	507	273
Debt increase / (decrease)	-	-	(36)
Reserves and future surpluses	(498)	(358)	(317)
Total other funding	(209)	149	(81)



ECONOMIC



Supporting our Economy

Economic

Overview

A range of external strategies and organisations focus on economic development across the region and sub-region. The funding provided to Priority One, Tourism Bay of Plenty, Te Puke Economic Development Group and Katch Katikati contributes to the economic sustainability of our District.

Our community outcome

Economic activity within the sub-region is supported and promoted.

Our goals

- 1 Support external organisations tasked with developing economic activity in our District.
- 2 Support and promote our town centres.
- 3 Plan for sustainable economic growth in our District.

2014/15 highlights

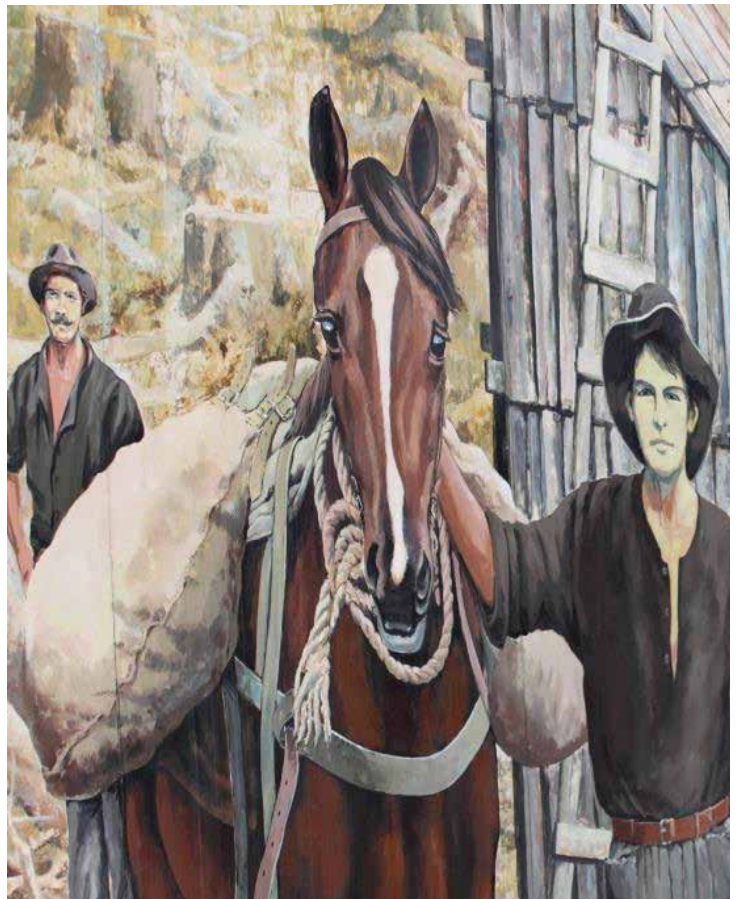
We use community services contracts to enable specific organisations to focus on economic development in our communities, the District and the sub-region. Katch Katikati continued to focus on building a vibrant Katikati town centre through various events and promotions while Te Puke Economic Development Group focused on economic and tourism opportunities for the Te Puke area. Both these agencies worked with our sub-regional partners, Priority One (Western Bay of Plenty region economic development agency) and Tourism Bay of Plenty.

During the year we continued the development of our town centres. At Katikati we were able to complete the Memorial Hall and square which hosted the 2015 Anzac Day celebration. We continued to work with the community in planning for the next stage of the development which includes the Katikati Fire Station and the refurbishment of Cherry Court. We anticipate this should be completed in 2016.

In Omokoroa we created a feature entrance to the town through the placement of a menhir (large rock) to signify the entrance to Omokoroa.

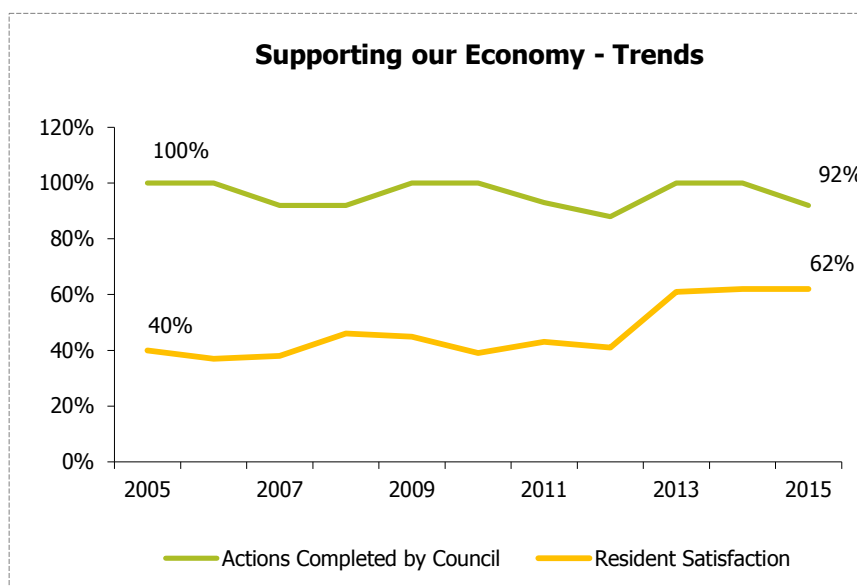
With completion of the town centre development work at Te Puke we are delighted the local community continue to enjoy and access Jubilee Park, the cultural heritage courtyard and playgrounds.

As part of our long term planning process we reviewed our Economic Strategy. In doing this review we have chosen to place a stronger emphasis on local economic development, and to develop relationships between business and community organisations.



Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
Key Performance Measure Percentage completion of the annual work programme as identified in our Economic Strategy and Action Plan.	≥90%	92%	100%	😊
Key Resident Measure Level of resident satisfaction with our role in promoting employment and business opportunities within the sub-region. Monitored by the Annual Residents' Survey, those residents that are 'satisfied' and 'very satisfied'.	≥55%	62%	62%	😊 The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including those who don't know is 46%.
Level of satisfaction with the promotion of town centres and events in Katikati and Te Puke. Monitored by the Annual Residents' Survey, those Residents that are 'satisfied' and 'very satisfied'.	≥55%	68%	67%	😊 The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including those who don't know is 60%.

How we have tracked progress - levels of service

Performance Measures	2014/15		2013/14	Narrative
	Target	Results	Results	
Economic programme identified through community development plans for each urban growth node.				
Number of economic action plans derived from our Community Development Plans.	7	7	7	😊
Expenditure on service delivery contracts to deliver economic outcomes (\$ per rateable property in our District). This includes town centre promotion (two contracts), tourism and sub-regional economic support.	24	28	24	😊
Number of service delivery contracts related to economic development activity.	4	4	4	😊
Number of full time equivalent (FTE) staff employed to support economic development in the sub-region (includes an estimated 0.5 FTE delivered through Planning for the Future and/or Regulatory activities).	1.5	0.5	1.5	😞 The staff member responsible for economic development portfolio resigned during the year.

Future initiatives

The Waihi Beach Community Events and Promotion Association provides visitor information and holds events for the community to attract tourists. To assist this important initiative we will be providing funding of \$40,000 p.a. towards operating costs over the next ten years.

We hope to complete the Katikati Town Centre development programme within the next year. Work will then commence at Waihi Beach to build a bridge across Two Mile Creek. The bridge will link the town centre with residential areas of Edinburgh Street and beyond.

Together with Tauranga City Council (TCC) we provide funding to sub-regional agencies who promote economic development. We will be participating in a review, which will be led by TCC, to assess current arrangements and consider a sustainable development approach.

Cost of service statement - Economic

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure - by activity			
Economic support	487	548	518
Visitor information	60	55	54
Town centre promotion	234	103	596
Waihi Land Drainage Society	290	294	287
Total operating expenditure	1,071	1,000	1,455
Analysis of expenditure - by class			
Direct costs	996	975	1,441
Overhead costs	147	137	126
Interest	(72)	(114)	(112)
Depreciation	-	2	1
Total operating expenditure	1,071	1,000	1,455
Revenue			
Targeted rates	581	575	513
Interest	-	-	-
Other income	40	4	88
Total revenue	621	579	602
Net cost of service - surplus / (deficit)	(450)	(421)	(854)
Capital expenditure	151	737	746
Total other funding required	(601)	(1,158)	(1,600)
Other funding provided by			
General rate	801	801	928
Interest in associates	(69)	-	345
Reserves and future surpluses	(131)	357	327
Total other funding	601	1,158	1,600

Support Services

A number of internal corporate services support our significant activities in delivering services to the community. Our Long Term Plan contains strategies for the activities that 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 our customers. The key strategic approach for each of our corporate support activities is broadly described below:

- ▶ Customer Services
- ▶ Communications
- ▶ Relationship management
- ▶ Human resources and organisational development
- ▶ Information management
- ▶ Information technology
- ▶ Financial management
- ▶ Corporate assets
- ▶ Procurement
- ▶ Risk management
- ▶ Quality management

2014/15 highlights

Council is a shareholder of the New Zealand Local Government Funding Agency Limited. This entity was created to provide more cost effective financing specifically to local authorities and Western Bay estimates that the on-going savings as a result of borrowing from the LGFA are \$400,000 - \$500,000 per annum in interest costs. This entity has continued to provide favourable borrowings margins and paid a dividend during the year.

Council has continued to work on the digitisation of property files. The pilot project is now completed and all records have been moved off-site to complete the scanning process.

Future initiatives

Council will continue to participate in the BOPLASS initiatives.



Cost of service statement - Support Services

	Actual \$'000 2015	Budget \$'000 2015	Actual \$'000 2014
Analysis of expenditure by activity			
Support services	1,948	1,487	1,221
Corporate assets	2,715	1,763	3,539
Treasury	7,795	1,806	1,806
Total operating expenditure	12,458	5,056	6,566
Analysis of expenditure - by class			
Direct costs	14,353	13,406	12,729
Overhead recoveries	(10,562)	(10,702)	(10,136)
Interest	6,904	1,424	1,056
Depreciation	1,102	928	1,025
Asset revaluation	661	-	-
Impairment	-	-	1,892
Total operating expenditure	12,458	5,056	6,566
Revenue			
User fees	16	1	17
Targeted rates	496	241	1,396
General rate	3,595	3,433	2,042
Vested Assets	253	-	-
Interest	1,068	1,029	5,870
Asset revaluation	1,920	-	-
Other income including General Rates	1,196	921	1,137
Total revenue	8,544	5,625	10,461
Net cost of service - surplus / (deficit)	(3,914)	569	3,896
Capital expenditure	1,795	1,270	1,091
Vested assets	253	-	
Total other funding required	(5,962)	(702)	2,804
Other funding provided by			
Debt increase / (decrease)	(232)	(70)	116
Proceeds from sale of assets	254	85	257
Reserves and future surpluses	5,940	687	(3,178)
Total other funding	5,962	702	(2,804)

Major variances

- ▶ Operating expenditure was \$7.40m higher than budget. This was due to a \$6.12m downwards revaluation in Council's interest rate swap. This is a non-cash accounting cost. Asset revaluation expense of \$661,000 relates to asset revaluation adjustments. These revaluations are carried out every three years and represent a non-cash expense.
- ▶ Asset revaluation income of \$1.92m relates to the revaluation of Council's land and buildings. This is a non-cash accounting adjustment.