

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 2013/14 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 the Council's 2012-22 LTP.

2013/14 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 the 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 2012-22 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 	36
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 	42
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 	48
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 	54
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 	60
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 	66
Water supply	<ul style="list-style-type: none"> ▶ Council water supply 	<ul style="list-style-type: none"> • Healthy and safe lifestyle • Thriving economy 	72
Stormwater	<ul style="list-style-type: none"> ▶ Stormwater network ▶ Waihi Beach coastal protection 	<ul style="list-style-type: none"> • Healthy and safe lifestyle 	80
Natural environment	<ul style="list-style-type: none"> ▶ Environmental protection 	<ul style="list-style-type: none"> • Clean, green and valued environment 	86
Wastewater	<ul style="list-style-type: none"> ▶ Wastewater 	<ul style="list-style-type: none"> • Healthy and safe lifestyle • Clean, green and valued environment 	92
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 	102
Economic	<ul style="list-style-type: none"> ▶ Economic development ▶ Land drainage 	<ul style="list-style-type: none"> • Thriving economy 	108

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

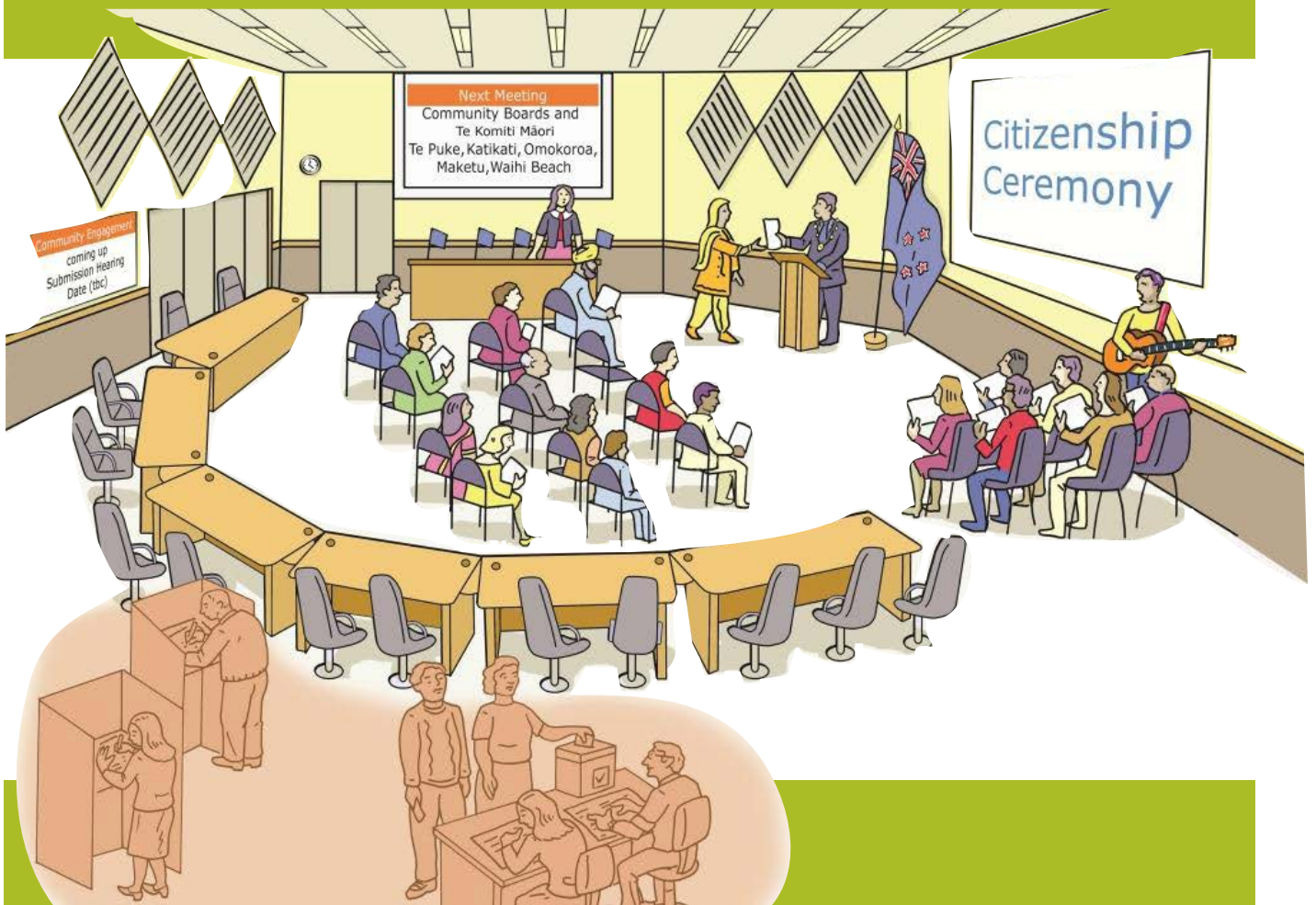
For each of the Activity Groups key measures have been identified to monitor Council’s performance and resident perception.

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.

2013/14 highlights

Local Authority elections were held in October 2013. Western Bay of Plenty District Council and Community Board elections implemented the 2012 decision by Council to reduce the number of Councillors from 12 to 11 and the number of wards from five to three (Katikati/Waihi Beach, Kaimai and Maketu/Te Puke).

Immediately following the election all elected members (councillors and community board members) were involved in a month long induction programme. This programme provided elected members with fundamental tools and knowledge to support them in their governance role. The induction also included briefings on Council systems and processes and the use of iPads by Councillors to manage all meeting documentation electronically.

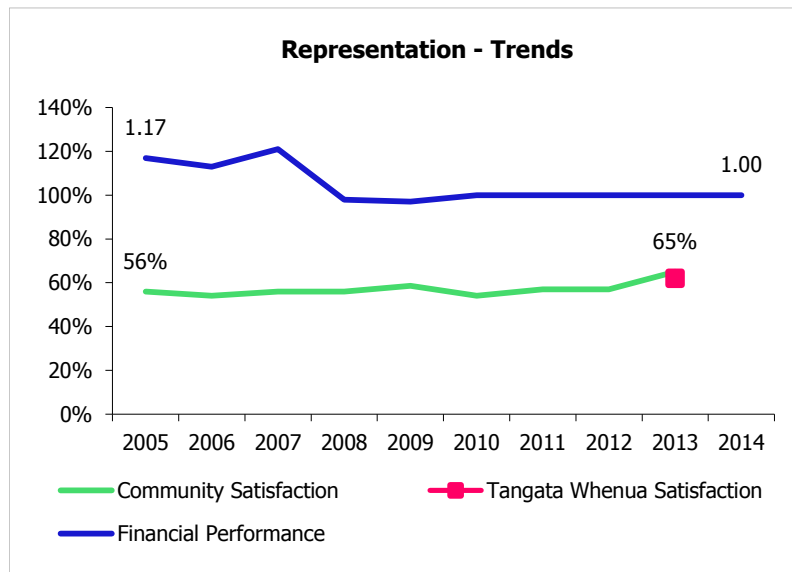
A 'function and form' review has been completed regarding Māori Representation at Council governance level. The review resulted in the disestablishment of Te Komiti Māori and the establishment of two Partnership Forums to represent the interests of the District's Māori communities. This involves one iwi and hapū in the 'west' (broadly encompassing the people of Tauranga Moana) and one for iwi and hapū in the 'east' (broadly encompassing the people of Te Arawa). Membership of the Partnership Forums includes iwi and hapū within the rohe (area) that the Forum covers, and who have been supported by their iwi or hapū to provide representation. The Partnership Forums came into effect on 1 July 2014.

Council continued to follow and participate in consultation processes relating to reform of key local government legislation, including the Local Government Act 2002 Amendment Bill (no.3).



Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	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	65% 62%	The next survey is scheduled for 2016.
Supporting Measures Level of Tangata Whenua satisfaction with the representation provided by the Te Komiti Māori.	No Survey	No Survey	55%	The next survey is scheduled for 2016.
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%	56%	59%	😊 The target and result were calculated excluding those surveyed who 'don't know'. The survey result including the 4% who don't know is 54%.
Affordability of rates Percentage movement in total rates income (after allowance for growth).	≤7.0%	5.8%	4.5%	😊
Percentage completion of the annual work programme as identified in the Leadership – Representation Strategy and Action Plan.	≥90%	83%	100%	😞 The target was not achieved as the work brief for the financial contributions review was not presented to Council for their approval. One agenda did not meet the agreed timeframe.

Service performance results

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	Narrative
	Target	Result	Result	
Representation will be provided by: 1 Mayor 12 Councillors 5 Community Boards 1 Te Komiti Māori				
Number of meetings held per annum:	8	13	17	😊
▶ Council based on 6 weekly cycle				
▶ Community Boards based on 6 weekly cycle	8	8	8	
Te Komiti Māori based on:				
▶ Formal Meetings	4	7	7	😊
▶ Workshops	2	3	6	😊
Percentage attendance of Elected Members (Councillors and Mayor) at Council and Committee meetings.	≥80%	84%	80.6%	😊
Percentage attendance of Community Board members at Community Board meetings.	≥80%	91%	84%	😊
Number of Council Committee meetings held in the community.	4	2	3	☹️ There were six Community Committee meetings held during the year, and four of these were held in the Council Chamber in Tauranga.
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%	17%	18%	😊
Liquidity ratio - this ratio monitors Council's ability to pay all current liabilities if they became due immediately.	≥110%	122%	136%	😊
Percentage of net external debt to total revenue.	≤220%	183%	205%	😊
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%	2.9%	-2.5%	☹️ This amount was higher than 2.0% due to higher rates penalties.

Future initiatives

Council is interested in progressing a collaborative process with its communities to re-define the vision for the District. The current Significance and Engagement Policy and Long Term Plan community engagement initiative, 'Portraits of Our Place' is a useful platform to progress this.

Council will continue to monitor and participate in the Government's reform programme for local government. The review of the Long Term Plan will be adopted at the end of June 2015. The implementation of the respective initiatives will commence in the 2015/16 financial year.

Cost of service statement - Representation

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Representation	2,544	2,597	2,397
Total operating expenditure	2,544	2,597	2,397
Analysis of expenditure - by class			
Direct costs	1,642	1,707	1,436
Overhead costs	891	884	950
Depreciation	11	6	11
Total operating expenditure	2,544	2,597	2,397
Analysis of funding required			
Community Board rate	521	510	566
Interest	-	58	5
Other income	92	-	3
Total revenue	613	568	573
Net cost of service - surplus / (deficit)	(1,931)	(2,029)	(1,824)
Capital expenditure	-	-	-
Total other funding required	(1,931)	(2,029)	(1,824)
Other funding provided by			
Rate income	2,082	2,082	1,972
Reserves and future surpluses	(151)	(53)	(148)
Total other funding	1,931	2,029	1,824

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.

2013/2014 highlights

Two issues generated a significant level of community interest during the year. They were:

- ▶ The Psychoactive Substances Act 2013 which enabled Council to develop a local approved products policy in consultation with the community. After significant community consultation Council adopted the Psychoactive Substances (Local Approved Products) Policy in 2014. It provides the Regulatory Authority with a framework to guide decisions on licence applications, reflects community concerns in regard to location of premises selling psychoactive substances and seeks to curtail the sale of these substances in our District. This Policy has since been superseded by legislation which means this policy won't be triggered unless and until legal highs have been approved for resale.
- ▶ A Local Alcohol Policy was developed in conjunction with Tauranga City Council. The Provisional Tauranga and Western Bay of Plenty District Local Alcohol Policy will control where liquor outlets are located and their opening hours. Council adopted the provisional policy in November 2013, and is currently working through the appeal process.

Development of a new Community Development Plan (CDP) for Paengaroa commenced in 2013. Development of this plan is a collaborative process and is being led by the Paengaroa Community with support from Council and other stakeholders. This initiative has been facilitated by the Community Development Team who have attended a number of community meetings to discuss topics ranging from the economy and land use, recreation and leisure to health, heritage and the environment. The preparation of a draft plan is underway and will be available for community input and consultation in July 2014.

Council's practice in regard to engaging with Tangata Whenua has been reviewed. This has resulted in the development of Tangata Whenua Engagement guidelines for staff and the review of a number of policies e.g. Cultural Monitoring Protocols for Council projects and the policy about tangata whenua engagement in relation to the

resource consent process. Support has also been provided in the development and review of Iwi/Hapū Management Plans of Tapuika, Ngai Te Ahi, Pirirakau, Ngai Tamarawaho, and Ngati Kahu.

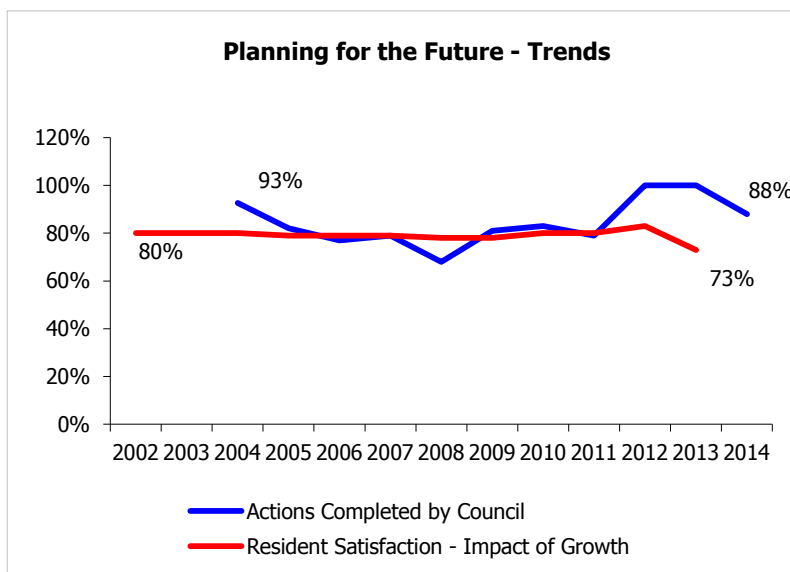
Following from the preparation and adoption of the Matakana Island Plan, a District Plan Change to give effect to the Matakana Island Plan was progressed with the Plan Change being notified, submissions heard, decisions released and appeals lodged. The appeals will form a significant part of the work programme over the next few months.

There were a number of other plans and policies developed and reviewed during the year. This included:


- ▶ Gambling Venue Policy review to separate the TAB from other gambling venues.
- ▶ Waihi Beach 'not just a storm in a tea cup'. Following the Plan Change to update the floodable areas maps a collaborative community engagement process was commenced to determine how to address the stormwater management issues faced by the Waihi Beach community.
- ▶ SmartGrowth review. Council had considerable input into this strategy review which required background research and facilitation of the community engagement process.
- ▶ Maketu Reserve Management Plan was reviewed and adopted by Council in September 2013.
- ▶ Other initiatives included a policy for the maintenance of paper roads that were previously not maintained, Livestock Movement Bylaw, Water Rates Remissions Policy and Water Supply Extension Policy.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	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%	88%	100%	 The water and wastewater strategy reviews were not completed. The Council decided not to review the water strategy, and the wastewater strategy was not completed due to limited staff resources.
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.	No survey	No survey	73%	The next survey is scheduled for 2015.
Supporting Measures SmartGrowth Strategy review completed and adopted by Council.	No review	No review	N/A	

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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	😊 The supply of greenfields remaining:- <ul style="list-style-type: none"> • Waihi Beach 42 years • Katikati 24 years • Omokoroa 39 years • Te Puke 55 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	0	1	😐 With Council support: <ul style="list-style-type: none"> • A Maketu Project Team have commenced the review of their community plan. • Te Puke Community Board commenced a review of their community plan. • Paengaroa Community have led the process for development of a community plan. Draft plan is being prepared.

Future initiatives

The development of Council's Long Term Plan 2015-2025, which identifies priorities for the next ten years, is underway and will be adopted by Council in June 2015. As part of the review process the strategies for Recreation and Leisure, Stormwater and Economic activities will be reviewed. In addition to this legislative changes require the development of an Infrastructure Strategy and a Significance and Engagement Policy.

Components of the District Plan will also be reviewed. This includes the Financial Contribution section of the Plan which must be completed for inclusion in the LTP 2015-2025. The cultural heritage section of the Plan will be reviewed to include sites of significance to tangata whenua and to provide statutory acknowledgement of other sites. A review of the coastal hazard lines for Waihi Beach and Pukehina will also be undertaken.

The implementation of the SmartGrowth Strategy will continue with a focus on the settlement pattern review which will establish where urban expansion will occur over the next 50 years. This will address location, timing and infrastructure issues.

The review of existing Community Development Plans will continue. The review of the Maketu plan will be completed by the end of 2014. Te Puke are planning to hold a Spring Festival to celebrate what has been achieved over the past 10 years and to obtain feedback from the community on the plan going forward. Council continues to provide assistance to the Housing Affordability Forum, in particular Council will consider how it may support the pilot of an affordable housing project within the district.



Cost of service statement - Planning for the Future

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Policy and planning	979	1,074	877
Resource management	919	1,039	982
District development	(23)	-	(112)
Total operating expenditure	1,875	2,113	1,746
Analysis of expenditure - by class			
Direct costs	1,218	1,392	1,104
Overhead costs	645	716	637
Depreciation	12	5	5
Total operating expenditure	1,875	2,113	1,746
Revenue			
Targeted rates	14	13	-
Other income	48	99	4
Total revenue	61	111	4
Net cost of service - surplus / (deficit)	(1,814)	(2,002)	(1,742)
Capital expenditure	-	-	-
Total other funding required	(1,814)	(2,002)	(1,742)
Other funding provided by			
General rate	2,083	2,083	2,283
Reserves and future surpluses	(269)	(81)	(541)
Total other funding	1,814	2,002	1,742

Major variances

Resource management operational expenditure was \$120,000 below budget due to lower staff and legal costs.

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.

2013/14 highlights

The Safer Community Forums continued during the year, with the Eastern and Western Groups meeting on a 6-8 weekly basis. These forums are comprised of government and non-government agencies and groups from the community who identify, prioritise and respond to local crime issues. Key issues currently affecting our communities include:

- ▶ Supporting youth at risk activities and youth development.
- ▶ Road safety education and vehicle safety.
- ▶ Sustainability of volunteer community patrols.

One key initiative is the Te Puna Youth Development Graffiti Prevention Project. Council is working in partnership with Pirirakau Hauora, and Tauranga Safe City in response to community concerns over safety, vandalism and tagging. Through guidance regarding youth law and technical training in expressive arts the youths have painted some of Council property. The facilities at Maramatanga Park were painted in August 2013, and the Minden Reservoir in May 2014. As a result of this initiative where previously some of Council facilities were tagged up to three times a week, the newly painted buildings have received no further tagging.

The Community Development Team is also assisting the Katikati Māori Wardens to develop a youth mentoring programme aimed at youth males, aged between 12-16 who have been referred by the Katikati Police. The programme has a development theme based around team building, respect, and confidence. Mentoring is provided by the Katikati Māori Wardens who volunteer.

The annual History Day was held in June 2014. This year the History Day was based in Omokoroa and run by the local history group. This event is a great example of how an

Our goals

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

event can be more successful if it is run by the community. In previous years the number of attendees ranged between 30-40 people, this year approximately 70 people attended the event.

The Information Centres are an important link to our communities. This year the Te Puke Information Centre was refurbished and redesigned to make better use of the space. This refurbishment has been well received by the Community with additional activities now able to be accommodated.

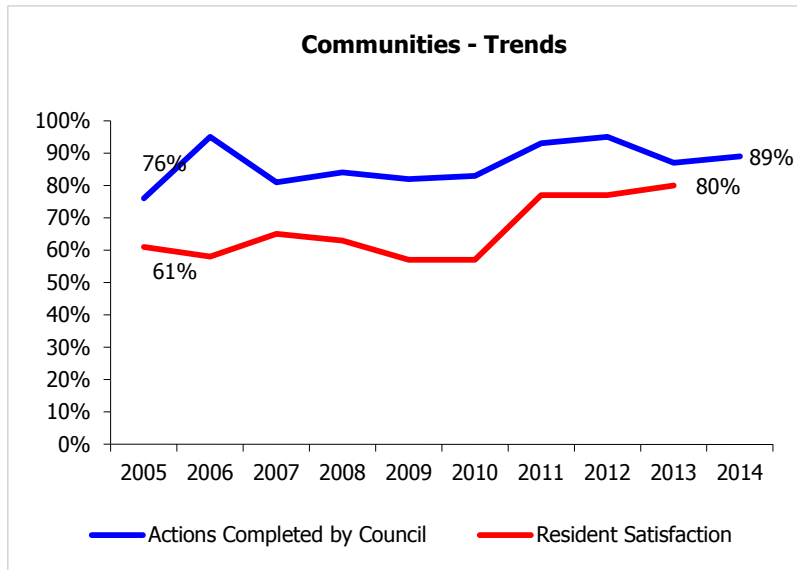
The Aotearoa Peoples Network to provide free internet access (including wireless) to our communities has introduced a new demographic of customers to our information centres. In the 2013/14 year there has been a 15% increase in foot traffic and 12% increase in Wi-Fi use. The Te Puke Information Centre is in the 'top 10' users out of 1,200 sites throughout the country.

In regard to the library activity the outreach to schools continued during the year. One initiative, 'Stories at your Place', this was our library staff themed stories and school visits. This was very successful. The purpose of this initiative is to reach the children within our communities and provide children with a connection to their local library.


The digitisation of the archives collection continued. This has enabled Council archives to be accessible to the community. It has also seen an increase in collections received by Council as the owners have confidence in the collection management processes.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	Narrative
	Target	Result	Result	
<p>Key Performance Measure Percentage completion of the annual work programme as identified in the Community Strategy and action plan.</p>	≥90%	89%	87%	 The upgrade to the library management system was deferred as decision made to join the national library consortium in 2014.
<p>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').</p>	No survey	No survey	80%	The next survey is scheduled for 2015.

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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	11	😊
Council will actively build capability in community organisations.				
Number of capability building workshops held.	2	2	2	😊 Our Youth – Our Future in Katikati. The Power of our Community in Te Puke.
Council will engage with tangata whenua.				
Number of hui held with local Marae/Hapū representatives.	6	7	10	😊 Hui include: <ul style="list-style-type: none"> • Treaty settlement Ngai Te Rangī iwi. • Nga Tahatai o Te Puna regarding coastal erosion. • Huaharua unveiling. • Councillor visit of significant sites and marae. • Lodgement of Tamarawaho hapū management plan. • Pukehinahina Ceremonies for Battle of Gate Pa, 150 years ago. • Powhiri for Battle of Te Ranga.
Library services will be maintained at Katikati, Omokoroa, Te Puke and Waihi Beach.				
Number of library items available per person.	1.9	1.97	1.9	😊
Library space (m2) available per 1,000 residents.	26	26	20	😊
Number of physical customer visits per annum.	>160,000	315,882	269,593	😊
Number of times books issued per annum.	>2.75	3.2	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%	😐
Percentage of customers surveyed where service requests were not actioned.	≤5%	4%	1%	😊
Percentage resident satisfaction with service provided by frontline staff based on two-yearly survey.	≥85%	91.7%	91%	😊
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	2013/14		2012/13	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	14	14	😊
Minimum number of notifications (per year) each hall committee will receive regarding annual budget and policy changes.	1	2	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%	94%	98% average	😊
Percentage of pensioner housing annual inspections completed.	≥95%	97%	100%	😊
Emergency Management services will be provided.				
Percentage of Emergency Operations Centre (EOC) staff trained to operate the emergency operations centre.	80%	80%	75%	😊
Number of community initiatives to promote emergency readiness and response (i.e. emergency plans and actions identified).	5	8	5	😊 Five community readiness plans have been completed. An additional three plans have been developed and awaiting consultation.

Future initiatives

The services provided at our information centres will continue to be enhanced. Public areas will be developed and maintained, while facilities and systems will be enhanced over time. This includes 'Kotui' which is a national initiative for a shared library management system. This will benefit customers searching the library collection by providing integrated searching, and an interactive customer interface. This initiative will commence in 2015.

In the development of our communities we will continue to identify events and inspirational speakers to add value and strengthen our communities. This includes the annual funding forums, and supporting community initiatives e.g. Te Puke Spring Festival.

Cost of service statement - Communities

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Libraries, information and service centres	2,302	2,503	2,364
Community building and service contracts	976	1,011	987
Housing for older people	416	463	428
Cemeteries	139	132	150
Community halls	228	205	108
Civil defence emergency management	593	685	540
Total operating expenditure	4,654	4,999	4,577
Analysis of expenditure - by class			
Direct costs	3,039	3,253	3,039
Overhead costs	1,295	1,409	1,205
Interest	(70)	(35)	(27)
Depreciation	391	372	360
Total operating expenditure	4,654	4,999	4,577
Revenue			
Targeted rates	1,598	1,595	1,410
User fees	72	72	74
Financial contributions	-	29	-
Subsidies	33	14	33
Interest	-	70	13
Other income	739	759	732
Total revenue	2,442	2,539	2,263
Net cost of service - surplus / (deficit)	(2,212)	(2,460)	(2,314)
Capital expenditure	627	1,068	671
Total other funding required	(2,839)	(3,528)	(2,985)
Other funding provided by			
General rate	2,632	2,632	2,359
Debt increase / (decrease)	(32)	(25)	(36)
Reserves and future surpluses	239	920	661
Total other funding	2,839	3,528	2,985

Major variances

Capital expenditure was \$441,000 less than forecast due to delays in the timing of the Tsunami warning sirens. Information centres operating costs were \$202,000 below budget. This was due to lower overhead and salary costs.

RECREATION AND LEISURE



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.

2013/14 highlights

Through a partnership approach with Tauranga City Council, we continued to develop the TECT All Terrain Park facilities and assist user groups in the development of their respective sites. This included the completion of the first stage of the public events area and completion of site maintenance in conjunction with the Department of Corrections. It is encouraging to see the increase in public events utilising the park facilities for marathons and duathlons.

In October 2013 the TECT All Terrain Park hosted delegates from the NZ Recreation Association Conference. This was a unique opportunity for the park to be scrutinised by Managers from throughout NZ. The positive feedback received acknowledged that Council is a leader in parks and recreation management.

In January 2014 the TECT All Terrain Park was awarded the international Green Flag Award 2013-14. This award acknowledges excellence in management of parks and is judged against criteria relating to public use and community benefits. This means that the TECT All Terrain Park joins a select group of quality parks around the world that have attained a Green Flag Award. This provides further testimony to the work invested by Tauranga City Council and Council to create an international and national asset for recreation and outdoor pursuits.

The Te Puke swimming pool was fully operational during the summer months after the leak was repaired and heating issues resolved. We have taken over the operational

responsibility for the pool and has allocated funding for ongoing maintenance of the pool. The Dave Hume pool in Katikati had another successful season. The pool is being repainted while it is closed for winter and will be completed prior to the next swimming season.

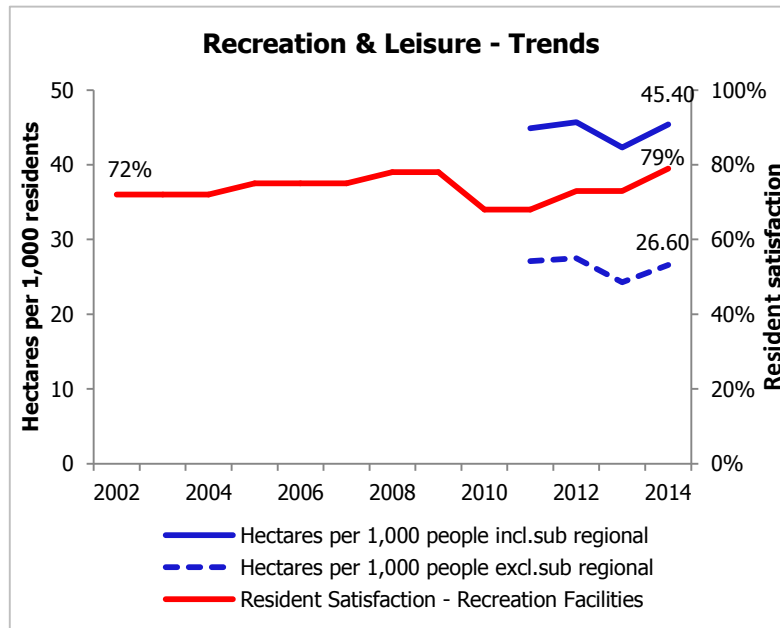
In Katikati at Moore Park we continue to work with youth in the community to create a skate park. We have provided some funding for design and consultation, on the basis that the community fund a portion of the project. The necessary funds have been raised and construction of the skate park has commenced. Due to the success of this initiative a similar model has been applied to the development of a skate park in Omokoroa. We have agreed to fund \$50,000 toward the development subject to the community raising the balance of the funds required.

We have continued to develop and maintain our reserve facilities throughout the District. This included:

- ▶ Replacement of the public toilet, and general improvements at Motunau Reserve in Pukehina.
- ▶ At Waihi Beach pavement renewals at various reserves to enhance parking and roading were completed. This work also included stormwater drainage improvements.
- ▶ Completion of the playground upgrade and general improvements at Park Rd Reserve, Maketu.
- ▶ The carpark at the Katikati rugby clubrooms was sealed and solar powered street lighting installed.
- ▶ Concept plans developed, and consultation commenced for the renewal of the Kotuku jetty at Plummers Point.

Service performance results

Result trends for key measures



How we will track progress towards our goals

Performance Measures	2013/14		2012/13	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>	26.7	26.6	24.3	☹️
<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>	≥75%	79%	No survey	☺️ The target and result were calculated excluding those surveyed who 'don't know'. The survey result including the 3% who don't know is 54%.
<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	2	1	☹️ Two incidents reported during the year where customers tripped and fell.
<p>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).</p>	94%	95%	95%	☺️

How we will track progress towards our goals

Performance Measures	2013/14		2012/13	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	2013/14		2012/13	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	5.2	☹️
▶ Natural land	20.3	20.7	20.5	
▶ Sports parks	2.0	1.6	1.9	
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	3.0	😊
Level of reserve-user satisfaction as monitored by the two-yearly intercept surveys ('satisfied' or 'very satisfied').	≥85%	86%	No survey	😊
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

The Recreation and Leisure strategy will be reviewed in 2015 year. This will review Councils outcomes for recreation and leisure and subsequent work programme with a focus on cultural and art facilities.

The Freedom Camping By-law came into effect in 2013. As a result of feedback received from stakeholders impacted by the bylaw, it will be reviewed in 2014/15 year.

The Kauri Point Historic Reserve is currently owned by Crown and administered by Council. Council is currently working with the Office of Treaty Settlements to return the ownership of this reserve to Tangata Whenua. Parliamentary sign off is expected in 2015. It is anticipated that Council will continue administration of this reserve so

that when the Reserve Management Plan is reviewed it will be done in conjunction with iwi.

Following on from the success of the Katikati skate park funding model, a skate park will be developed at Jubilee Park in Te Puke, subject to community funding.

In conjunction with Tauranga City and the various user groups development of the TECT All Terrain Park will continue. This includes further development of the event space, establishing telecommunications at the park, and completing stage 2 of the hub development. This will include camping facilities, a visitor's centre and catering.

Cost of service statement - Recreation and Leisure

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
District Reserves	4,306	3,600	3,730
Motor Camps	42	39	52
Swimming Pool	356	230	232
Harbour structures	924	368	911
Sub-regional parks	790	920	839
Total operating expenditure	6,417	5,157	5,764
Analysis of expenditure - by class			
Direct costs	3,811	3,240	3,277
Overhead costs	787	880	775
Interest	225	202	268
Depreciation	1,594	834	1,377
Revaluation movement	-	-	66
Total operating expenditure	6,417	5,157	5,764
Revenue			
Targeted rates	168	168	66
User fees	25	-	4
Financial contributions	1,327	1,706	1,445
Subsidies	274	250	343
Vested assets	-	-	440
Interest	-	2	-
Forestry revaluation	1,302	-	320
Other income	763	740	1,188
Total revenue	3,859	2,867	3,808
Net cost of service - surplus / (deficit)	(2,558)	(2,290)	(1,956)
Capital expenditure	963	1,571	977
Vested assets	-	-	440
Total other funding required	(3,521)	(3,861)	(3,374)
Other funding provided by			
General rate	4,297	4,297	4,521
Debt increase / (decrease)	66	(9)	(84)
Proceeds from sale of assets	400	-	434
Reserves and future surpluses	(1,243)	(428)	(1,497)
Total other funding	3,521	3,861	3,374

Major variances

- ▶ Depreciation was \$761,000 higher than forecast. This was due to the impact of the 2012 harbour structures revaluation.
- ▶ Capital expenditure was \$608,000 below budget due to the timing of various reserve upgrades and coastal marine projects across the District.
- ▶ Forestry values increased by \$1.3m due to the revaluation of forestry stands on Matakana Island.

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.

2013/14 highlights

Animal Services has achieved the highest level of dog registration on record for the 2013/14 year. There were 8,182 (99.44%) registered dogs in our District, leaving 46 (0.56%) unregistered, a great result. To assist the animal control officers the animal control vehicles have been upgraded to a purpose designed cab facility. The cab now has the capacity for four dogs in four separate units, instead of one. This provides increased safety for our staff and the animals as well as improving efficiency as the officers are not required to return to the pound with each dog. Safety reviews for staff operating the two pounds and for Animal Services Officers when in the field have also been commissioned.

Council is continuing to move the regulatory function to digital environment. A key development is online dog registrations. Council has developed software to enable dog owners to update their details and pay the registration fee on-line. Monitoring shows that 17.5% of dog owners used the new on-line tool for the 2013/14 dog registrations.

Another part of this electronic initiative is the transference of property files to a digital format. This will enable customers to receive the property information on a DVD or download from the internet. During the year 1,721 file requests were received and 1,479 (86%) were provided to the customer electronically. As a result of this digitisation initiative other processes are being reviewed so that benefits of the electronic processing are fully realised.

The Sale and Supply of Alcohol Act 2012 came fully into force on 18 December 2013. This Act changed the requirements

for issuing liquor licences and gave us the ability to adopt a Local Alcohol Policy. A District Licencing Committee has been established with the purpose of hearing application appeals and the Committee Chair approves and signs all licence applications.

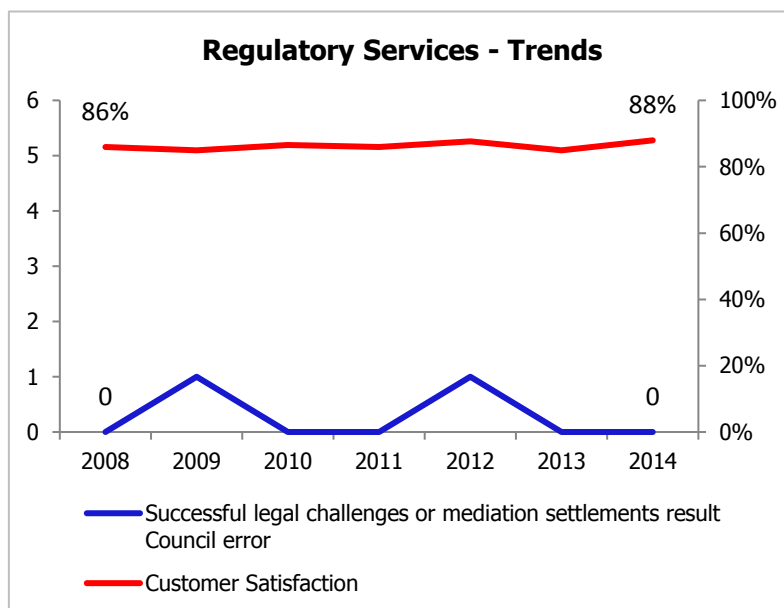
During the 2013/14 year there was limited growth in the District. As a result the number of resource and building consents processed has not significantly increased. In February 2014 Council retained its Building Control Authority accreditation. This was a result of an on-site audit by the International Accreditation NZ (IANZ) assessors.

The initiative to work with applicants/developers in lodging building consent or resource consent applications continued. The building consent lodgement meetings have reduced the requests for further information. As a result faster application processing is achieved. In regard to resource consent applications the 'Package of Plans' initiative continued. This provides a 'one stop shop' to work with developers to address all technical issues that may arise across Council's departments and streamline a complicated process. During 2013/14 year there were 11 plan applications processed this way.

The Ministry for the Environment published their two yearly review of resource consent compliance with the statutory timeframes. This monitors all NZ territorial local authorities and their results published for 2012/13 year show Council retained its position of first equal.

Service performance results





Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	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%	88%	85%	😊
Supporting Measure Percentage of resource consent processes completed in accordance with Council and legislative requirements.	100%	100%	99.8%	😊
Percentage of actions completed in accordance with Council and legislative requirements for Animal Control Services and Building Services.	100%	100%	97.7%	😊
Percentage of animal control service requests actioned within specified timeframe.	90%	94%	100%	😊
Number of notifications received from the Ministry of Health in regard to food poisoning from registered premises in our District.	0	0	0	😊

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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%	100%	99.60%	
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%	91%	76.20%	 Target not achieved due to staff turnover. As a result of staff appointments 100% of applications have been processed within statutory timeframes since December 2013.
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%	100%	99.5%	
Known dogs in our District are registered.				
Percentage of known dogs in our District that are registered.	≥98%	99.4%	99.1%	

Future initiatives

The Food Bill 2014 is before Parliament and will introduce another accreditation regime. This legislation will require Council to consider the service delivery options i.e. continue to contract out or bring the function back in house.

The Building Act is being amended to address earthquake prone buildings. This Act requires more assessments of at risk buildings. Consequently Council is required to be proactive in assessing at risk buildings instead of completing assessments when we are aware of issues (reactive).

The digitisation initiative will continue, as on-line applications are created for the various regulatory functions.

Cost of service statement - Regulatory Services

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
District Plan implementation	1,467	1,731	1,259
Building and health	1,908	1,952	1,930
Animal control	657	588	587
Compliance and monitoring	456	555	423
Total operating expenditure	4,488	4,826	4,198
Analysis of expenditure - by class			
Direct costs	2,894	3,191	2,767
Overhead costs	1,498	1,590	1,385
Interest	16	(7)	(5)
Depreciation	79	53	51
Total operating expenditure	4,488	4,826	4,198
Revenue			
User fees	3,522	3,148	3,111
Other income	50	31	80
Total revenue	3,571	3,179	3,191
Net cost of service - surplus / (deficit)	(917)	(1,648)	(1,007)
Capital expenditure	-	-	-
Total other funding required	(917)	(1,648)	(1,007)
Other funding provided by			
General rate	1,683	1,683	2,013
Reserves and future surpluses	(766)	(35)	(1,005)
Total other funding	917	1,648	1,007

Major variances

Total operating expenses are \$338,000 lower than forecast. This was due to lower legal fees.

User fees income was \$374,000 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:

- ▶ 831 km sealed roads
- ▶ 199 km unsealed roads
- ▶ 80 bridges
- ▶ 1.4m culverts – 36 Culverts (>3.14m²)
- ▶ 150.7 km of hard surfaced footpaths including wood
- ▶ 1,011 metalled surfaced footpaths
- ▶ 5,032 street signs
- ▶ 2,591 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.

2013/14 highlights

Our Performance Based Contract (PBC) has been reviewed in conjunction with the New Zealand Transport Agency (NZTA) and a tender process commenced for the new combined Bay of Plenty West Network Outcomes Contract. This contract is scheduled to commence on 1 November 2014 for a seven year period and could be extended a further two years subject to delivery performance.

Construction of the Tauranga Eastern Link continued and is scheduled for completion in 2015. This project while managed by NZTA, has required technical input and liaison by Council staff with the NZTA, their advisors and the contract delivery alliance. The primary focus has been on the effects and connections with our local road network.

We have supported the national High Productivity Motor Vehicle (HPMV) 50 tonne MAX initiative. The aim of this initiative is to free up the network to enable up to 50 tonne mass vehicles to use the network without the need for individual permitting. This has required an evaluation of our bridge structures and road pavements to identify the appropriate parts of the network for these vehicles.

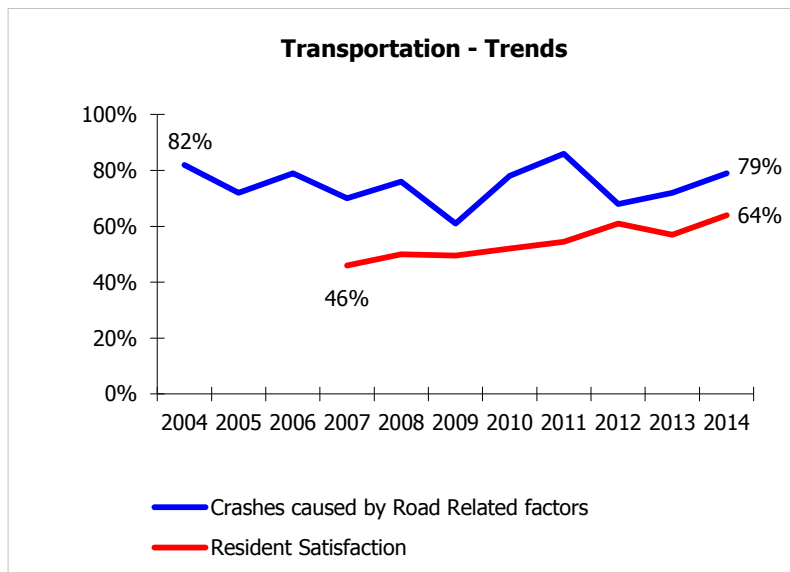
Other initiatives include supporting the Road Efficiency Groups implementation of the One Network Road Classification framework and customer levels of service. Further involvement in the development of performance measures is expected to follow.

During the year the delivery of significant roading projects included:

- ▶ Oropi Road seal extension, we undertook a joint initiative with Tauranga City Council and BOP Regional Council to reduce road generated sediment entering Tauranga City's water supply catchment.
- ▶ Te Matai Road seal extension (approximately 5 kms) which provides an important heavy traffic link between SH2 and SH36.
- ▶ Seal widening to Wainui South Road and Park Road, Katikati.
- ▶ Pavement rehabilitations on Old Coach Road, Te Matai Road and Seaforth Road.
- ▶ Oropi School footpath and new footpath on Kaylene Place, Omokoroa.
- ▶ Completing kerb and channel and drainage improvements in Island View, Waihi Beach.
- ▶ Athenree Road safety improvements associated with the NZTA's realignment of SH2 Arden Cottage Curves.
- ▶ New parking on The Esplanade, Omokoroa and a new bus shelter at Omokoroa park and ride facility.
- ▶ New kerb and channel constructed on Beach Road, Katikati including support provided to the Somerset retirement development.
- ▶ Belk Road slip repairs to address road safety and retain access for affected property owners on this no-exit road.
- ▶ Reinstatement of access for the roads adversely affected by three significant storm events during the year.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	Narrative
	Target	Result	Result	
<p>Key Performance Measure 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%	79%	72%	😊
<p>Key Resident Measure Facilities and services provide social benefits to the whole community. The level of satisfaction with our Transportation activities (roading, cycling and walkways) as monitored by the Annual Residents’ Survey, the percentage of residents who are ‘very satisfied’ and ‘satisfied’.</p>	≥55%	64%	57%	😊 The target and the result were calculated excluding those surveyed who ‘don’t know’. The survey result including the 11% who don’t know is 57%.
<p>Supporting Measure 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%	146.9%	100.3%	😞 There has been a significant increase in the social cost associated with road related factor crashes this year. While the numbers are not excessive, the cost has been high due to the severity of the injuries and high number of people injured or killed in each crash.

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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%	90.5%	95%	😊
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%	107%	111%	😐 The overspend is due to the allocation between capital and operational expenditure under the PBC01 contract and unbudgeted emergency repairs. This operational overspend is compensated by a significant underspend in the capital accounts.
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%	95.5%	96.3%	😊
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 poor result for unsealed roads has been impacted by potholes and corrugations on two roads, Pongakawa bush Road and Maniatutu Road. This was due to heavy logging activity over the wet period. This resulted in the maintenance regime being unable to keep ahead of the fault demand.
▶ Sealed Roads	1.40	0.27	0.59	
▶ Unsealed Roads	2.80	2.98	2.79	
Please note: the increasing target for sealed roads shows road quality is decreasing (0 = defect free; 5= unsatisfactory). This is due to funding and affordability issues.				
Annual seal extension completed (km).	3	3.4	3.79	😊
Annual seal widening completed (km) (conditional on NZTA subsidy).	3	0.66	2.5	😞 Seal widening target was not achieved as projects on Wright Road and Rocky Cutting Road have been deferred due to property issues.
Adverse environmental effects, such as dust, noise and vibration are managed effectively.				
Length of unsealed roads (km).	211	199	199	😊
Total length of the District's roading network (km).	1,037	1,030	1,034	😐
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	2013/14		2012/13	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. ▶ more than 1,500 ADT footpath 2 sides ▶ more than 300 ADT footpath 1 side ▶ less than 300 ADT no footpath	≥950	4,172	3,460	😊
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%	91%	89%	😊

Future initiatives

The Tauranga Eastern Link is expected to be completed and operational in 2015. This will result in the revocation of SH2 from NZTA to Council's ownership and management. This revocation will require ongoing negotiation with NZTA in the coming year.

There will be further stakeholder engagement as a result of implementation of the Smart Growth plan, and structure plan development. Other initiatives include the continuation of the seal extension programme, completion of the McLaren Falls Bridge in 2014, and the joint principals procurement memorandum of understanding with NZTA.



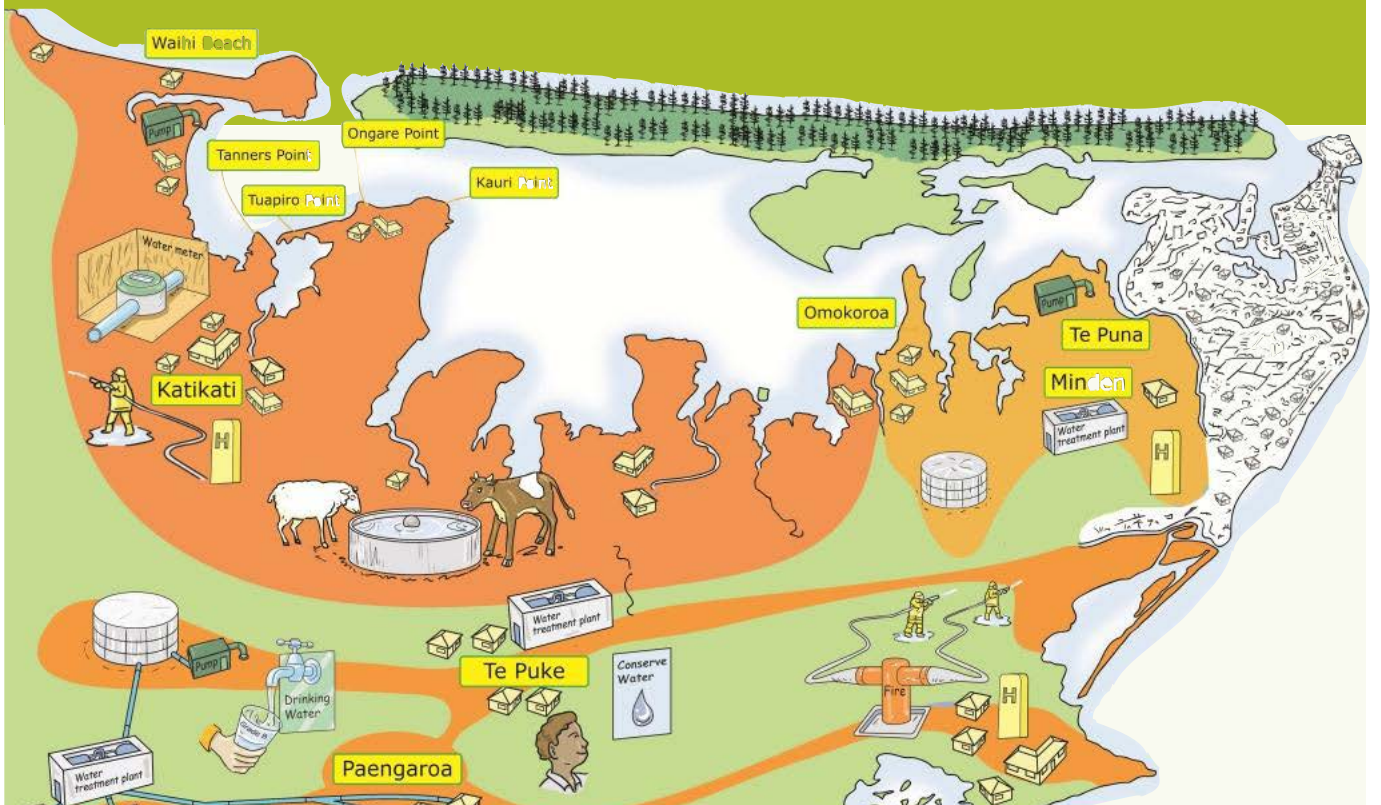
Summary financial forecast - Transportation

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Transportation	23,014	21,445	23,372
Total operating expenditure	23,014	21,445	23,372
Analysis of expenditure - by class			
Direct costs	12,850	11,008	13,819
Overhead costs	1,158	1,057	963
Interest	1,281	1,783	1,320
Depreciation	7,725	7,597	7,270
Total operating expenditure	23,014	21,445	23,372
Revenue			
Targeted rates	44	44	43
User fees	9	1	7
Subsidies	7,352	7,847	6,685
Roading rate	14,043	13,714	13,407
Financial contributions	1,420	1,547	1,535
Vested assets	289	1,400	353
Other income	160	132	1,344
Total revenue	23,317	24,686	23,373
Net cost of service - surplus / (deficit)	304	3,240	1
Capital expenditure	7,971	10,810	8,411
Vested assets	289	1,400	353
Total other funding required	(7,957)	(8,969)	(8,763)
Other funding provided by			
Debt increase / (decrease)	(319)	(319)	(300)
Proceeds from sale of assets	-	-	430
Reserves and future surpluses	8,276	9,289	8,633
Total other funding	7,957	8,969	8,763

Major variances

Capital expenditure was \$2.84 lower than forecast due to the timing of capital works under the PBC-01 contract. This offsets the \$1.57m operating expenditure variance to budget. (More expenditure on maintenance rather than capital works). There was also a number of growth related capital projects deferred during the year.

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, Rangiuru, 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.

2013/14 highlights

The water metering initiatives continued this year. Water metering in the central supply area has been completed and water charging commenced in 2013. Installation of meters has commenced in the Eastern area and water meters have been installed in Pukehina. Work continues from Pukehina to Te Puke, while water metering in the Western area will not commence until 2017/2018 year.

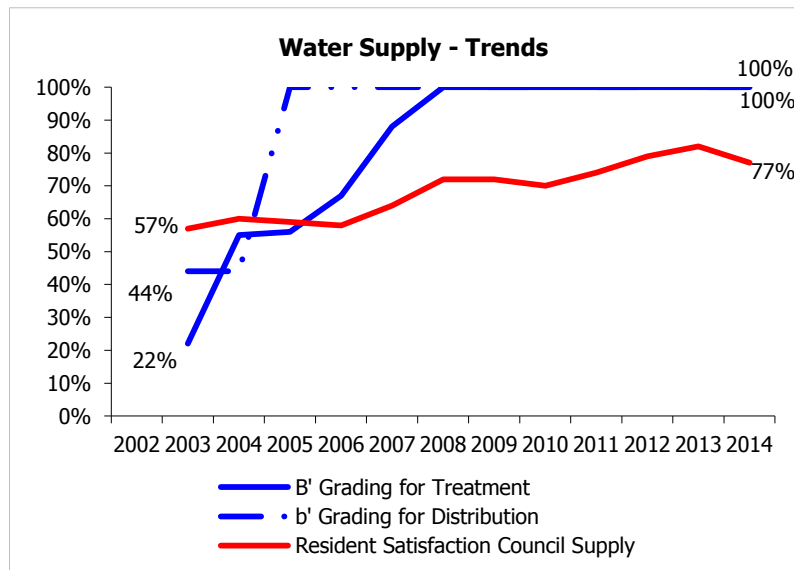
The capital works programme for the year included some improvements to reticulation and storage facilities. Some projects were delayed due to incomplete structure plans and rescheduling of work to be done in conjunction with roading upgrades.

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	2013/14		2012/13	Narrative
	Target	Result	Result	
<p>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).</p> <p>B or better for treatment</p> <p>b or better for reticulation</p>	100%	100%	100%	😊
<p>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'.</p>	≥75%	77%	82%	<p>😊</p> <p>Key reasons for dissatisfaction were attributed to taste and use of chemicals.</p> <p>The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including the 1% who don't know is 76%.</p>
<p>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).</p>	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%	94%	94%	😊

How we will track progress - levels of service

Performance Measures	2013/14		2012/13	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.	≥90%	99%	100%	😊
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	😊 No abatement notices issued to Council.
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 in 2018.</i></p>	N/A ≤20% N/A	N/A 19% N/A	N/A N/A N/A	😊 Results calculated for Central Supply Zone as all properties are now metered. Western Supply Zone and Eastern Supply Zone will be metered in 2018. Results for these zones will be available at that point.

Future initiatives

The installation of water meters for the Eastern and Western supply areas will continue. In conjunction with the water metering initiative we will continue our education programme to encourage the sustainable use of water.

Summary financial forecast - Water Supply (District-Wide)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Western water supply	3,428	3,359	3,388
Central water supply	2,389	2,326	2,427
Eastern water supply	4,064	4,006	4,062
Total operating expenditure	9,881	9,692	9,877
Analysis of expenditure - by class			
Direct costs	3,950	3,627	4,086
Overhead costs	1,463	1,616	1,420
Interest	1,683	1,729	1,726
Depreciation	2,766	2,719	2,646
Revaluation movement	19	-	-
Total operating expenditure	9,881	9,692	9,877
Revenue			
Targeted rates	6,052	5,960	5,629
User fees	2,738	2,441	2,681
Financial contributions	542	597	578
Vested assets	183	200	67
Other income	154	62	32
Forestry revaluation	-	-	52
Total revenue	9,670	9,260	9,040
Net cost of service - surplus / (deficit)	(211)	(432)	(837)
Capital expenditure	1,796	2,935	1,213
Vested assets	183	200	67
Total other funding required	(2,190)	(3,567)	(2,117)
Other funding provided by			
Proceeds from sale of assets	116	-	-
Debt increase / (decrease)	(351)	-	(134)
Reserves and future surpluses	2,425	3,567	2,251
Total other funding	2,190	3,567	2,117

Major variances

Capital expenditure was \$1.14m lower than forecast due to the timing of reticulation upgrades in water meter installation.

Operating income was \$410,000 higher than budget due to higher metered water volumes than forecast.

Summary financial forecast - Water Supply (Western Water)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Western water supply	3,428	3,359	3,388
Total operating expenditure	3,428	3,359	3,388
Analysis of expenditure - by class			
Direct costs	1,397	1,286	1,421
Overhead costs	550	608	537
Interest	482	516	513
Depreciation	979	951	917
Revaluation movement	19	-	-
Total operating expenditure	3,428	3,359	3,388
Revenue			
Targeted rates	2,533	2,470	2,312
User fees	914	787	900
Financial contributions	157	202	202
Vested assets	113	100	34
Other income	80	15	54
Total revenue	3,798	3,574	3,501
Net cost of service - surplus / (deficit)	370	215	113
Capital expenditure	560	1,419	670
Vested assets	113	100	34
Total other funding required	(304)	(1,304)	(591)
Other funding provided by			
Proceeds from sale of assets	116	-	-
Debt increase / (decrease)	(437)	-	169
Reserves and future surpluses	625	1,304	422
Total other funding	304	1,304	591

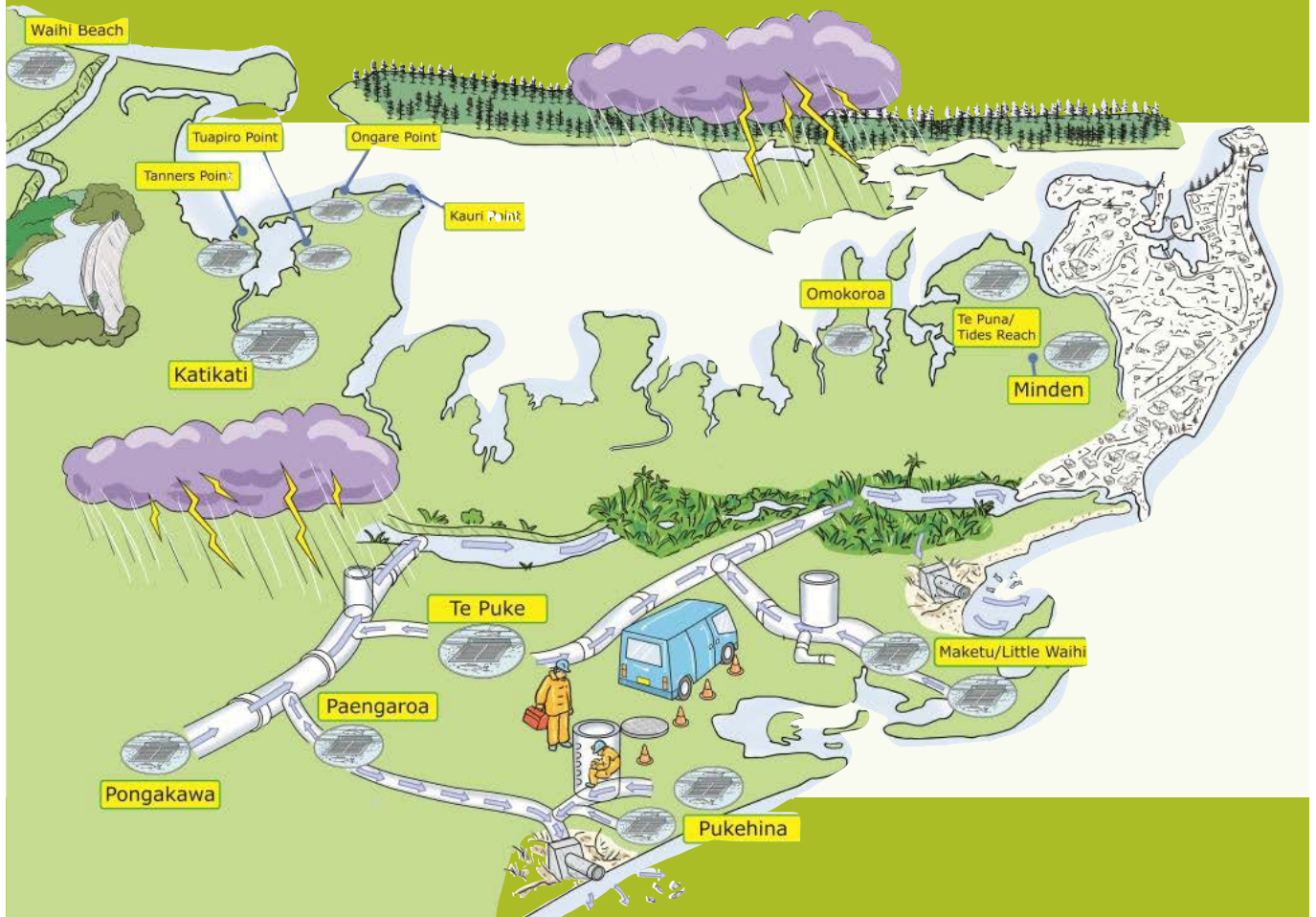
Summary financial forecast - Water Supply (Central Water)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Central water supply	2,389	2,326	2,427
Total operating expenditure	2,389	2,326	2,427
Analysis of expenditure - by class			
Direct costs	940	840	1,005
Overhead costs	376	412	360
Interest	433	453	429
Depreciation	641	621	634
Total operating expenditure	2,389	2,326	2,427
Revenue			
Targeted rates	953	920	900
User fees	927	765	866
Financial contributions	265	174	310
Vested assets	55	50	34
Other income	31	15	-
Total revenue	2,231	1,923	2,110
Net cost of service - surplus / (deficit)	(158)	(403)	(317)
Capital expenditure	254	205	347
Vested assets	55	50	34
Total other funding required	(467)	(658)	(697)
Other funding provided by			
Debt increase / (decrease)	(143)	-	(134)
Reserves and future surpluses	609	658	831
Total other funding	467	658	697

Summary financial forecast - Water Supply (Eastern Water)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Eastern water supply	4,064	4,006	4,062
Total operating expenditure	4,064	4,006	4,062
Analysis of expenditure - by class			
Direct costs	1,613	1,502	1,659
Overhead costs	537	597	523
Interest	769	761	784
Depreciation	1,146	1,147	1,096
Total operating expenditure	4,064	4,006	4,062
Revenue			
Targeted rates	2,567	2,570	2,417
User fees	896	889	915
Financial contributions	119	221	67
Vested assets	15	50	-
Other income	44	31	30
Total revenue	3,641	3,762	3,429
Net cost of service - surplus / (deficit)	(423)	(244)	(633)
Capital expenditure	982	1,311	196
Vested assets	15	50	-
Total other funding required	(1,420)	(1,605)	(829)
Other funding provided by			
Debt increase / (decrease)	229	-	(169)
Reserves and future surpluses	1,191	1,605	998
Total other funding	1,420	1,605	829

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

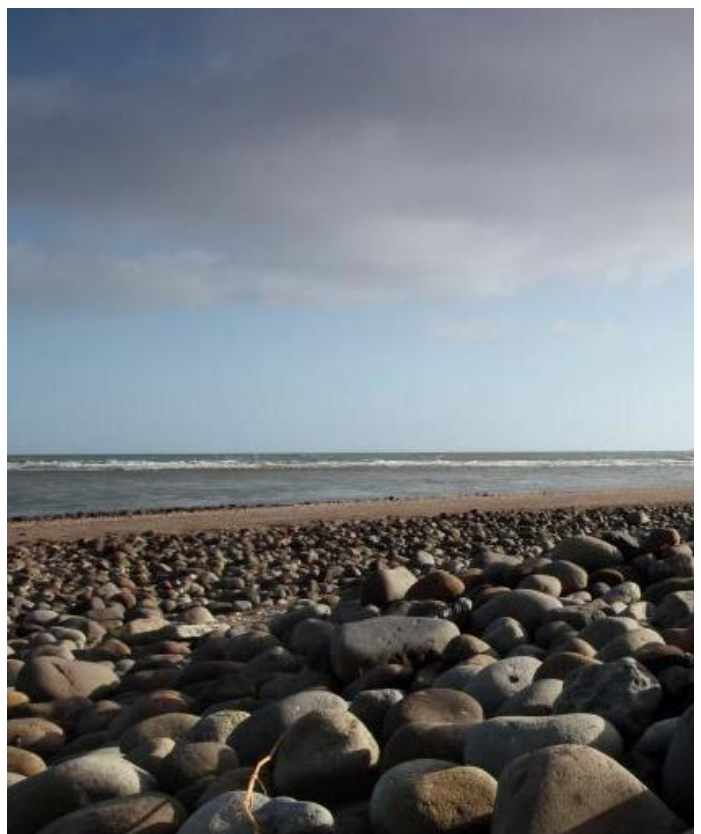
- ① Stormwater systems in urban growth nodes are progressively upgraded to comply with adopted Structure Plans.
- ② Existing stormwater systems in small settlements are progressively upgraded to provide a minimum level of service.
- ③ Urban development is avoided in flood-prone areas unless mitigation 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.

2013/14 highlights

During this financial year work continued on the comprehensive stormwater consent process. This consent, when obtained, will replace all existing stormwater consents (approximately 100 consents). There are three components of the comprehensive consent which is based around the catchments of Western, Central and Eastern. The Western component has been delayed due to an appeal by one party. Together with the Bay of Plenty Regional Council (BOPRC) Council has agreed to proceed through the Environment Court to resolve this appeal. Documentation has been completed for the Central and Eastern components and this has been submitted to BOPRC. It is anticipated the consent should be issued by December 2014.

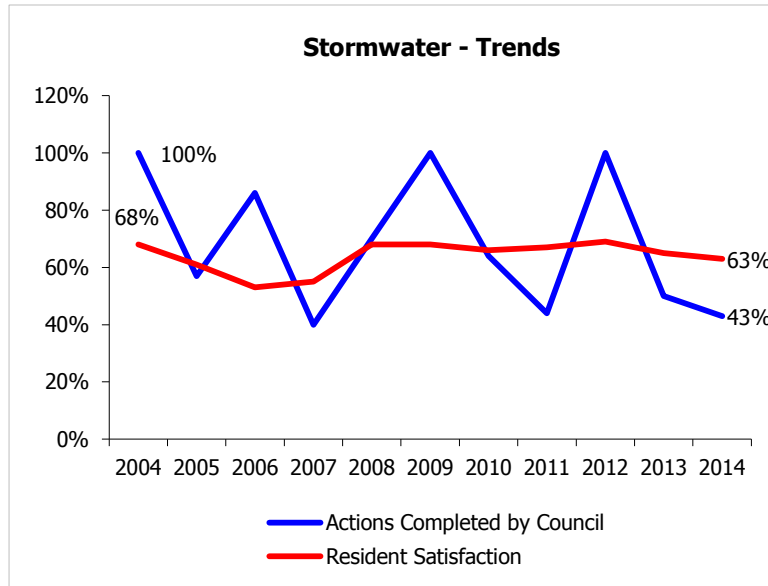
The minor capital works programme has been completed. During the year there have been considerable issues with stormwater flooding, predominantly at Waihi Beach. This is currently being addressed through a significant consultation initiative with the Waihi Beach community, as well as a review of the stormwater strategy.

Stormwater modelling was completed for the Te Puke area. This has highlighted and supported the need for a District Plan review of floodable areas. This review will take place in the 2014/15 year where community consultation is planned and ultimately a plan change will be made.





Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	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%	43%	50%	 Delays in completing some stormwater projects due to consultation / appeal process, and reviewing options/ approach to planned works.
<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%	63%	65%	 Key reasons for dissatisfaction were related to the capacity and maintenance of drains and road flooding. The target and result were calculated excluding those surveyed who 'don't know'. The survey result including the 22% who don't know is 49%.

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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. <i>Please note: 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%	24.7%	😊
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. <i>Please note: a one-in-50 year storm event is a nationally recognised measure and used in our Code of Practice.</i>	2 (events)	3 (events)	3 (events)	☹️ Flooding occurred at Waihi Beach, Maketu and Te Puke.

Future initiatives

Work will continue at Waihi Beach, in regard to stormwater modelling and identifying a solution for the stormwater issues faced by this community.

The review of the stormwater design parameters will continue to identify what infrastructure is undersize and the subsequent risk. This will provide direction for future upgrades and funding requirements.

The review of the stormwater strategy will be completed by June 2015. Implementation of this strategy with the respective initiatives will commence in July 2015.



Cost of service statement - Stormwater

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Stormwater	3,918	3,648	4,137
Waihi Beach coastal protection	164	183	248
Total operating expenditure	4,083	3,831	4,385
Analysis of expenditure - by class			
Direct costs	634	566	1,179
Overhead costs	549	592	495
Interest	1,763	1,647	1,643
Depreciation	1,138	1,026	1,069
Total operating expenditure	4,083	3,831	4,385
Revenue			
Targeted rates	3,080	2,640	2,426
User fees	1	-	1
Financial contributions	191	604	287
Vested assets	418	300	394
Other income	2	7	9
Total revenue	3,692	3,552	3,116
Net cost of service - surplus / (deficit)	(391)	(279)	(1,269)
Capital expenditure	859	815	602
Vested assets	418	300	394
Total other funding required	(1,667)	(1,394)	(2,264)
Other funding provided by			
General rate	197	57	22
Debt Increase / (decrease)	(334)	(178)	1,261
Reserves and future surpluses	1,804	1,515	981
Total other funding	1,667	1,394	2,264

Major variances

Targeted rate income was \$440,000 higher than forecast. This was due to lump sum payments being made by property owners in relation to the Waihi Beach rock revetment.

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.

2013/14 highlights

Healthy, functioning ecosystems are necessary to maintain and regulate the atmosphere, climate, fresh water, soil formation, cycling of nutrients, and disposal of wastes. Recognising this, and in conjunction with Community Groups, individual landowners and other agencies, Biodiversity Management Plans (BMP) are developed for an individual property or community areas of interest. These plans are site specific and identify actions required to maintain and enhance the biodiversity of a particular site. One of the key benefits of these plans is the platform they provide to assist in external funding applications. BMP's under development include:

- ▶ Maketu area: Newdicks Beach, Pukehina Spit and Maketu Spit.
- ▶ Athenree wetland in conjunction with Waihi Beach Environmental Society Inc.
- ▶ Private landowners: in partnership with the Bay of Plenty Regional Council and private landowners throughout the District.
- ▶ Maketu Ongatoro Wetland Society Inc. the current plan was developed four years ago and a review is underway. The current plan is worth \$150,000 over five years and has attracted significant external funding.

Work continued with community groups to build capacity and assist them in their environmental initiatives. This included:

- ▶ Regional Envirochallenge competition: Council sponsored Katikati and Te Puke College to participate in the annual Enviro-challenge. While the main theme is based on sustainability, there is a strong component of youth leadership. In 2014 Katikati College won the main prize against strong competition from seven other colleges.

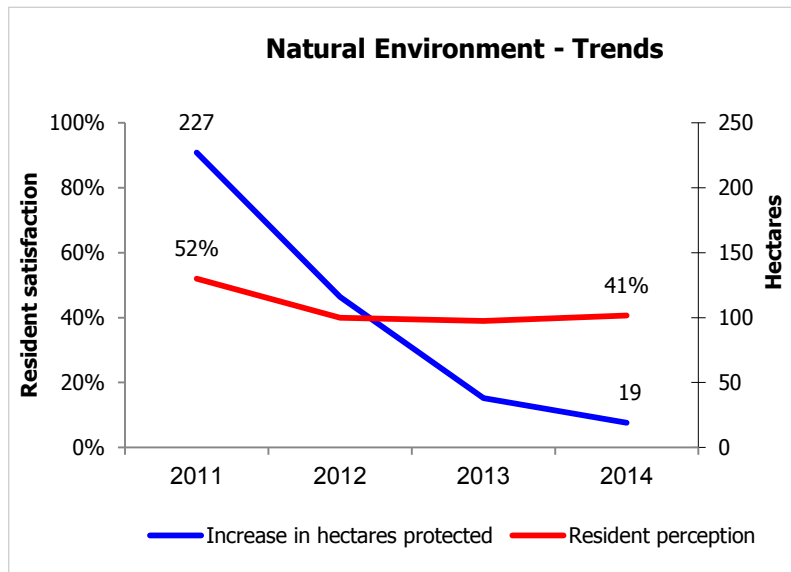
- ▶ Care Group Leaders Forum: in conjunction with Department of Conservation, Bay of Plenty Regional Council and New Zealand Landcare Trust, Council supported the Care Group Leaders Forum. This was facilitated by the Inter Agency Care Group Support Forum and provided care group leaders with the chance to learn from each other, examine common problems and discuss strategies.
- ▶ Community gardens and fruit trees: The Kati Kaiway which is run by the Katikati Kindergarten is an initiative aimed at building community resilience to economic fluctuations. As a result of this initiative a Community Gardens Policy has been developed, and work has commenced with groups in Te Puke, Maketu and Paengaroa who have expressed an interest in establishing a community garden.
- ▶ Assistance to Care Groups: there are currently 39 environmental care groups, including Coastcare groups, in our District. The sustainability and succession of these groups are two significant issues and Council is keen to support and encourage participation where possible.
- ▶ Paengaroa Community Development Plan: in developing the plan and working with the community key environmental initiatives were identified which will be incorporated into the plan.

The environmental education initiative continued and financial support was provided to various environmental initiatives throughout the District.

The annual amount of additional land where environmental features are protected has declined. This is due to the changes in terms of market demand for rural subdivision and lifestyle blocks and the tightening up of transferrable protection lot rules. It is likely this trend will continue in the foreseeable future.

Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	Narrative
	Target	Result	Result	
<p>Key Compliance Measure Additional number of hectares physically and legally protected through various covenants.</p>	>100	19 ha	38 ha	<p>☹️</p> <p>Target not achieved due to low demand for rural lifestyle lots and change in subdivision rules.</p>
<p>Key Resident Measure Percentage of residents surveyed who perceive the environmental attributes monitored have improved.</p> <p><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></p>	50%	40.6%	39%	<p>☹️</p> <p>The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including the 13% who don't know is 35%.</p>

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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; ▶ actively supports.	35 15	35 19	41 21	😊
Number of individual landowners actively supported.	≥24	57	48	😊

Future initiatives

Community Development Plans are reviewed on a regular basis. Council will continue to provide input from an environmental perspective in consultation with the community concerned.

The support to environmental care groups and the environmental education initiatives will also continue.

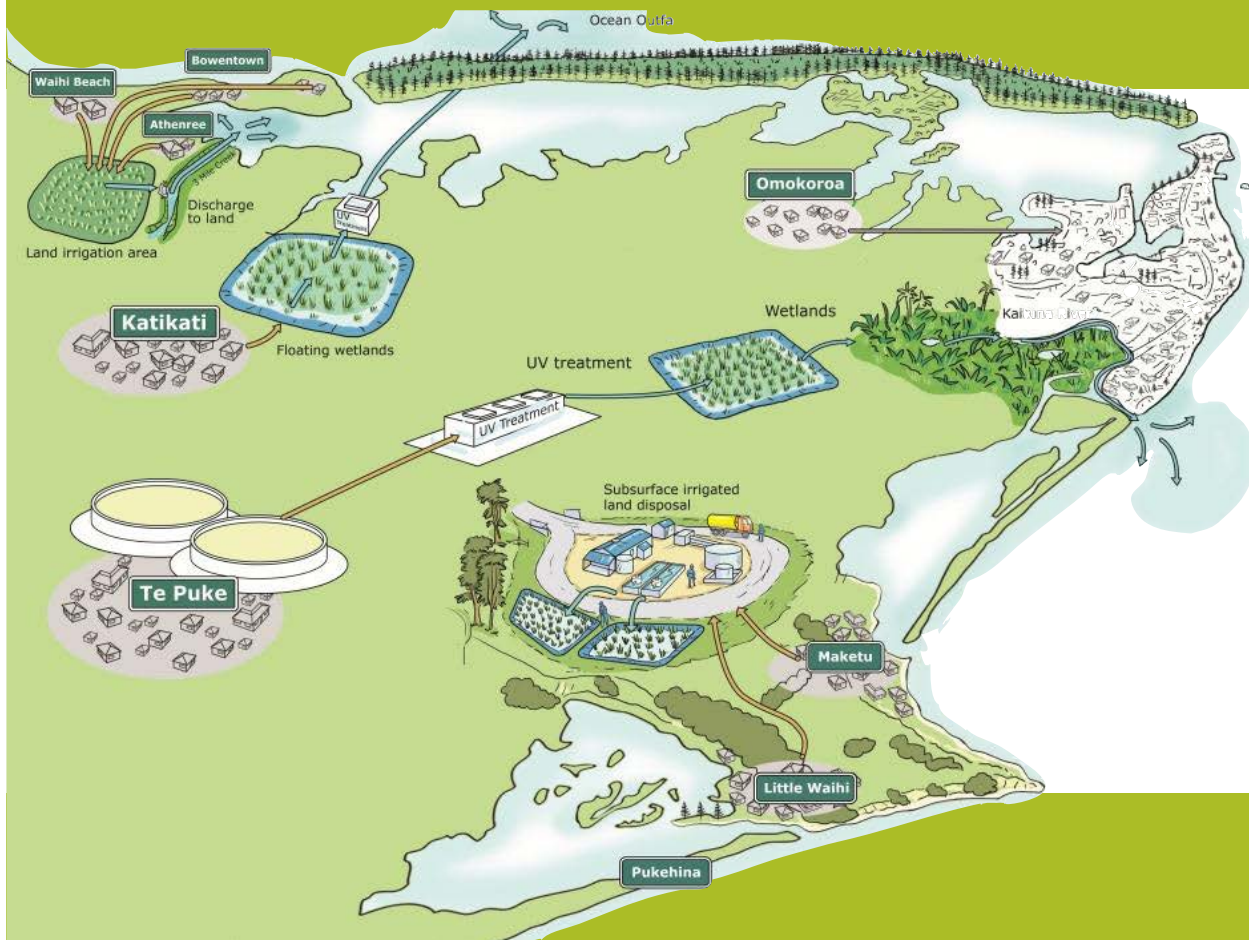


Cost of service statement - Natural Environment

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Environment protection grants	108	83	73
Natural environment support	248	202	157
Coastcare	37	55	10
Total operating expenditure	393	340	241
Analysis of expenditure - by class			
Direct costs	356	293	202
Overhead costs	34	43	37
Depreciation	3	3	2
Total operating expenditure	393	340	241
Revenue			
Targeted rates	15	15	15
Financial contributions	93	109	98
Interest	-	48	1
Other income	-	-	(44)
Total revenue	108	172	114
Net cost of service - surplus / (deficit)	(284)	(168)	(127)
Capital expenditure	-	-	-
Total other funding required	(284)	(168)	(127)
Other funding provided by			
General rate	103	103	91
Environment protection rate	30	30	30
Reserves and future surpluses	151	35	5
Total other funding	284	168	127



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.

2013/14 highlights

Council received the Ministry for the Environment Green Ribbon Award for Public Sector Leadership 2014. This award recognises our sustainable use of bio-solids at the Districts wastewater plants at Te Puke, Katikati and Waihi Beach, where bio-solids from the treatment plants are not sent to landfill, instead the waste product is turned into a resource. For example, at Waihi Beach bio-solids are applied to farmland, at Te Puke they are taken to a vermin-composting operation and in Katikati the liquid is filtered out and remains applied to land or turned into vermin-compost.

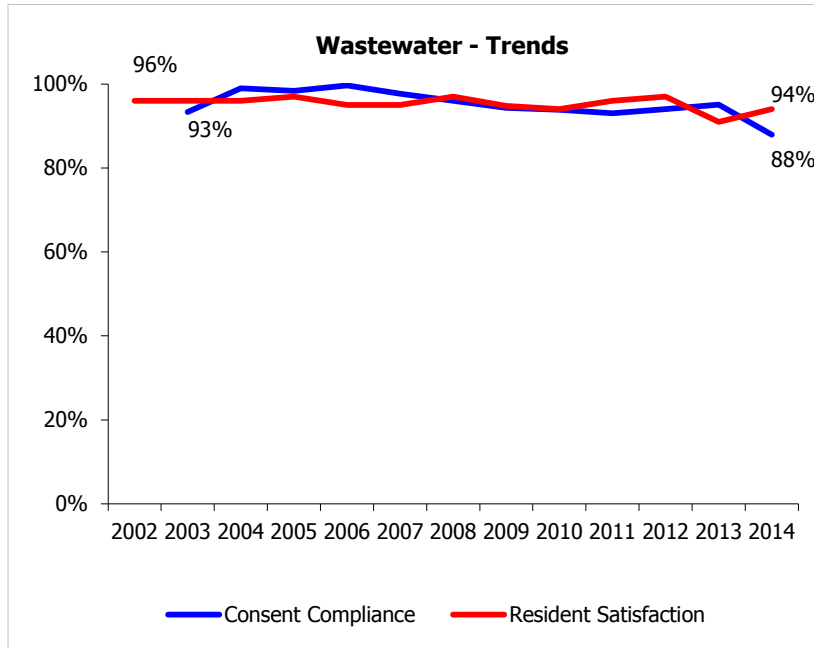
Implementation of the work programme for wastewater continued. This included:

- ▶ Katikati: the outfall pipe issues have been resolved, which has resulted in improved pressure and treated wastewater is transferred out to sea as originally designed. There were delays with the floating wetlands due to geotechnical issues with the pond. As a result work will be undertaken to raise the sides of the pond in 2014/15 year.
- ▶ Waihi Beach: the wastewater system stayed within the parameters of the new 35 year resource consent. While expansion work has been delayed due to technical details this hasn't impacted operations.
- ▶ Te Puna West Ongare Point: working with the Bay of Plenty Regional Council and the communities to identify a wastewater solution for this area.
- ▶ Te Puke: the capital works on the wastewater treatment plan refinements were successfully completed.
- ▶ Maketu: the new wastewater scheme continues to comply with the resource consent conditions. Only six houses remain to be connected to the wastewater system.






Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	Narrative
	Target	Result	Result	
Key Performance Measure Percentage compliance with Resource Consents for each wastewater scheme:				 Compliance targets were not achieved due to:
▶ Katikati	89%	76%	90.63%	<ul style="list-style-type: none"> ● Katikati - de-sludging and plant upgrade. ● Maketu/Little Waihi - mechanical faults. ● Waihi Beach - high level of nutrients returned from bio-lagoon prior to de-sludging.
▶ Maketu/Little Waihi	95%	82.3%	New	
▶ Te Puke	94%	97.2%	97.22%	
▶ Waihi Beach	97%	96.3%	97.41%	
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%	94%	91%	 The target and the result were calculated excluding those surveyed who ‘don’t know’. The survey result including the 4% who don’t know is 91%
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	2013/14		2012/13	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%	😊
▶ Maketu/Little Waihi	≥98%	99%	98%	
▶ Omokoroa	≥98%	99%	99%	
▶ Te Puke	≥98%	99%	99%	
▶ Waihi Beach	≥98%	99%	99%	

Future initiatives

Wastewater issues for small communities will continue to be addressed. The focus will be on Ongare Point and Te Puna West as resolution of wastewater issues is required by December 2015.

In the past 10-15 years there has been significant investment in wastewater facilities throughout the district. Over the next few years, the focus will be to 'hold and maintain' current facilities rather than any more significant expenditure.

Cost of service statement - Wastewater (District-Wide)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Waihi Beach wastewater	3,241	3,144	3,771
Katikati wastewater	1,722	1,821	1,865
Omokoroa wastewater	3,890	3,875	3,824
Te Puke wastewater	1,754	1,725	1,867
Maketu wastewater	1,071	1,352	867
Total operating expenditure	11,679	11,916	12,193
Analysis of expenditure - by class			
Direct costs	3,096	2,877	3,359
Overhead costs	1,262	1,365	1,207
Interest	3,940	4,235	4,281
Depreciation	3,381	3,438	3,346
Total operating expenditure	11,679	11,916	12,193
Revenue			
Targeted rates	8,347	8,289	7,550
User fees	1	2	1
Financial contributions	604	925	889
Vested assets	88	340	90
Other income	50	409	262
Total revenue	9,090	9,965	8,793
Net cost of service - surplus / (deficit)	(2,589)	(1,951)	(3,400)
Capital expenditure	1,164	2,010	1,136
Vested assets	88	340	90
Total other funding required	(3,840)	(4,301)	(4,626)
Other funding provided by			
General rate	560	-	960
Environment protection rate	343	343	315
Debt increase / (decrease)	(1,091)	(605)	(733)
Reserves and future surpluses	4,029	4,563	4,084
Total other funding	3,840	4,301	4,626

Major variances

- ▶ Capital expenditure was \$846,000 below budget. This was due to geotechnical issues with the floating wetlands at Katikati and delays in the Waihi Beach expansion while alternative options are investigated.
- ▶ Financial contributions were \$321,000 below budget due to growth in our main urban areas being lower than forecast.

Cost of service statement - Wastewater (Katikati)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Katikati wastewater	1,722	1,821	1,865
Total operating expenditure	1,722	1,821	1,865
Analysis of expenditure - by class			
Direct costs	558	649	583
Overhead costs	286	322	286
Interest	170	201	311
Depreciation	708	649	684
Total operating expenditure	1,722	1,821	1,865
Revenue			
Targeted rates	1,618	1,606	1,446
Financial contributions	103	251	123
Vested assets	-	70	-
Other income	10	109	132
Total revenue	1,731	2,037	1,701
Net cost of service - surplus / (deficit)	9	216	(163)
Capital expenditure	781	1,167	43
Vested assets	-	70	-
Total other funding required	(772)	(1,021)	(206)
Other funding provided by			
Environment protection rate	67	67	60
Debt increase / (decrease)	(126)	78	(118)
Reserves and future surpluses	831	876	264
Total other funding	772	1,021	206

Cost of service statement - Wastewater (Maketu)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Maketu wastewater	1,071	1,352	867
Total operating expenditure	1,071	1,352	867
Analysis of expenditure - by class			
Direct costs	362	348	300
Overhead costs	150	162	141
Interest	120	138	65
Depreciation	439	705	360
Total operating expenditure	1,071	1,352	867
Revenue			
Targeted rates	440	441	398
User fees	-	2	-
Financial contributions	6	11	-
Other income	10	1	-
Total revenue	456	455	398
Net cost of service - surplus / (deficit)	(615)	(897)	(469)
Capital expenditure	84	-	754
Total other funding required	(698)	(897)	(1,223)
Other funding provided by			
Environment protection rate	16	16	16
Debt increase / (decrease)	-	-	13
Reserves and future surpluses	683	881	1,194
Total other funding	698	897	1,223

Cost of service statement - Wastewater (Omokoroa)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Omokoroa wastewater	3,890	3,875	3,824
Total operating expenditure	3,890	3,875	3,824
Analysis of expenditure - by class			
Direct costs	649	615	537
Overhead costs	256	276	243
Interest	2,276	2,301	2,329
Depreciation	709	683	715
Total operating expenditure	3,890	3,875	3,824
Revenue			
Targeted rates	1,393	1,359	1,229
Financial contributions	282	368	451
Vested assets	-	70	53
Other income	8	3	
Total revenue	1,683	1,800	1,734
Net cost of service - surplus / (deficit)	(2,208)	(2,074)	(2,090)
Capital expenditure	-	50	-
Vested assets	-	70	53
Total other funding required	(2,208)	(2,194)	(2,143)
Other funding provided by			
General rate	342	-	374
Environment protection rate	57	57	51
Debt increase / (decrease)	(143)	(139)	143
Reserves and future surpluses	1,953	2,276	1,574
Total other funding	2,208	2,194	2,143

Cost of service statement - Wastewater (Te Puke)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Te Puke wastewater	1,754	1,725	1,867
Total operating expenditure	1,754	1,725	1,867
Analysis of expenditure - by class			
Direct costs	745	762	759
Overhead costs	291	324	287
Interest	52	35	180
Depreciation	666	605	641
Total operating expenditure	1,754	1,725	1,867
Revenue			
Targeted rates	1,793	1,793	1,638
User fees	-	-	-
Financial contributions	46	188	47
Other income	11	135	100
Total revenue	1,851	2,116	1,785
Net cost of service - surplus / (deficit)	97	391	(82)
Capital expenditure	184	115	130
Vested assets	-	-	-
Total other funding required	(88)	277	(212)
Other funding provided by			
Environment protection rate	75	75	68
Debt increase / (decrease)	(376)	(378)	(353)
Reserves and future surpluses	389	26	497
Total other funding	88	(277)	212

Cost of service statement - Wastewater (Waihi Beach)

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Waihi Beach wastewater	3,241	3,144	3,771
Total operating expenditure	3,241	3,144	3,771
Analysis of expenditure - by class			
Direct costs	781	735	1,181
Overhead costs	278	282	249
Interest	1,322	1,330	1,396
Depreciation	860	797	945
Total operating expenditure	3,241	3,144	3,771
Revenue			
Targeted rates	3,102	3,090	2,840
Financial contributions	167	107	267
Vested assets	88	200	37
Other income	12	160	30
Total revenue	3,369	3,557	3,175
Net cost of service - surplus / (deficit)	128	413	(596)
Capital expenditure	114	678	209
Vested assets	88	200	37
Total other funding required	(74)	(465)	(842)
Other funding provided by			
General rate	218	-	586
Environment protection rate	129	129	118
Debt increase / (decrease)	(446)	(167)	(418)
Reserves and future surpluses	173	503	556
Total other funding	74	465	842

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.

2013/14 highlights

This is the first year of the new business model used to manage solid waste at Katikati and Waihi Beach. The operation of these recycling centres has been brought back in-house and involves selling commodities like glass and metal. A savings target of \$150,000 has been achieved.

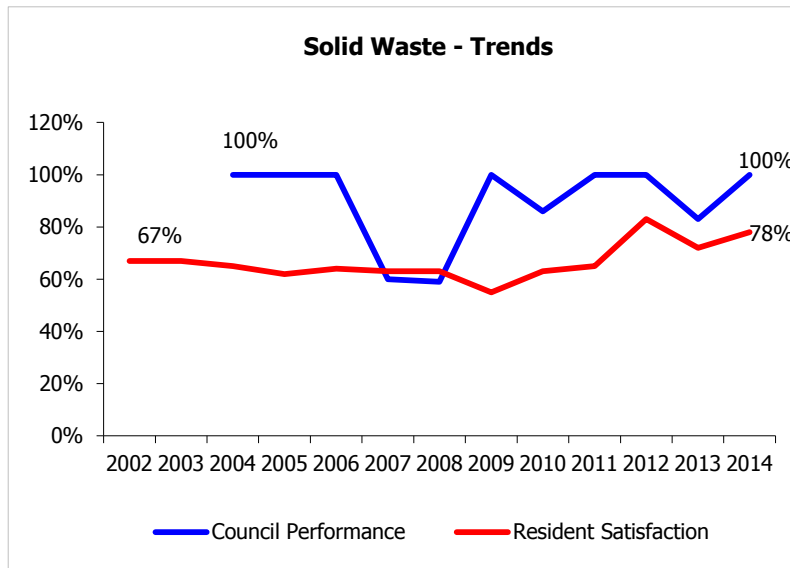
An independent survey was completed in regard to the opening hours at the recycling centres. In response to feedback received, the operating hours have been extended to meet demand.

While the number of vehicles being dumped has reduced due to the high scrap metal prices there are still a high number of people dumping rubbish around the District. This consumes significant resources in regard to patrolling specific areas and removal of the rubbish that is dumped.



Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	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%	83%	😊
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%	78%	72%	😊 The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including the 21% who don't know is 62%.
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>	≥40%	33%	36%	😞 Estimated waste recycled or recovered is reliant on returns from licensed operators. Based on the returns received the level of recycling had increased however waste sent to clean fill reduced from last year when results may have been impacted by the Rena disaster.
Number of initiatives funded by the Ministry for the Environment Waste Minimisation Scheme.	1	1	1	😊

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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 has not been provided for this activity. However, all three recycling centres have a Hazshed for households to dispose of hazardous waste.

Future initiatives

Avalon (BOP) Incorporated operates our recycling facility at Te Puke. This contract is due for renewal in 2014, and decisions made in regard to the management of this facility will be implemented.

Waste minimisation is an important goal so programmes to educate the community in what to do with their waste will continue. Support will be provided to communities, in particular community events where recycling equipment is required.

Cost of service statement - Solid Waste

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
District solid waste	272	517	285
Western solid waste	372	544	521
Eastern solid waste	303	401	277
Omokoroa green waste	133	141	125
Total operating expenditure	1,080	1,603	1,208
Analysis of expenditure - by class			
Direct costs	543	994	676
Overhead costs	429	481	413
Interest	81	90	95
Depreciation	27	38	24
Total operating expenditure	1,080	1,603	1,208
Revenue			
Targeted rates	973	957	892
User fees	67	62	53
Subsidies	134	130	126
Other income	45	20	23
Total revenue	1,219	1,170	1,094
Net cost of service - surplus / (deficit)	138	(433)	(114)
Capital expenditure	57	-	(22)
Total other funding required	81	(433)	(92)
Other funding provided by			
Environment protection rate	273	497	284
Debt increase / (decrease)	(36)	-	(11)
Reserves and future surpluses	(317)	(64)	(181)
Total other funding	(81)	433	92

Major variances

Operating expenditure was \$523,000 below budget. This was due to savings on maintenance contractor costs as a result on the new business model that was introduced at the start of the year, which saw the recycling services being brought back in-house.

There were also savings related to illegal dumping due to high scrap metal values.



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.

2013/14 highlights

The community development team continue to work within the community to promote and encourage economic development throughout the District. Community services contracts are managed to enable specific organisations to deliver economic outcomes for this community, district and sub-region. For example: Tourism Bay of Plenty, Priority One as well as town centre promotion through Katch Katikati and Te Puke EDG.

Social enterprise can enable community organisations to develop income streams and work has been done to raise the awareness of community organisations throughout the District. A key initiative has been to provide training to build knowledge of social enterprise as a possible way of developing income streams. In collaboration with Bay Trust, training was provided for organisations that wish to pursue this option.

Katch Katikati and Te Puke EDG continue to promote economic development in Katikati and Te Puke as well as working with our sub-regional partners Tourism Bay of Plenty and Priority One. At a community level, Katch Katikati continues to build a vibrant town centre through various events and promotions throughout the year. Te Puke EDG focussed on economic and tourism opportunities including the 'goodness highway' initiative.

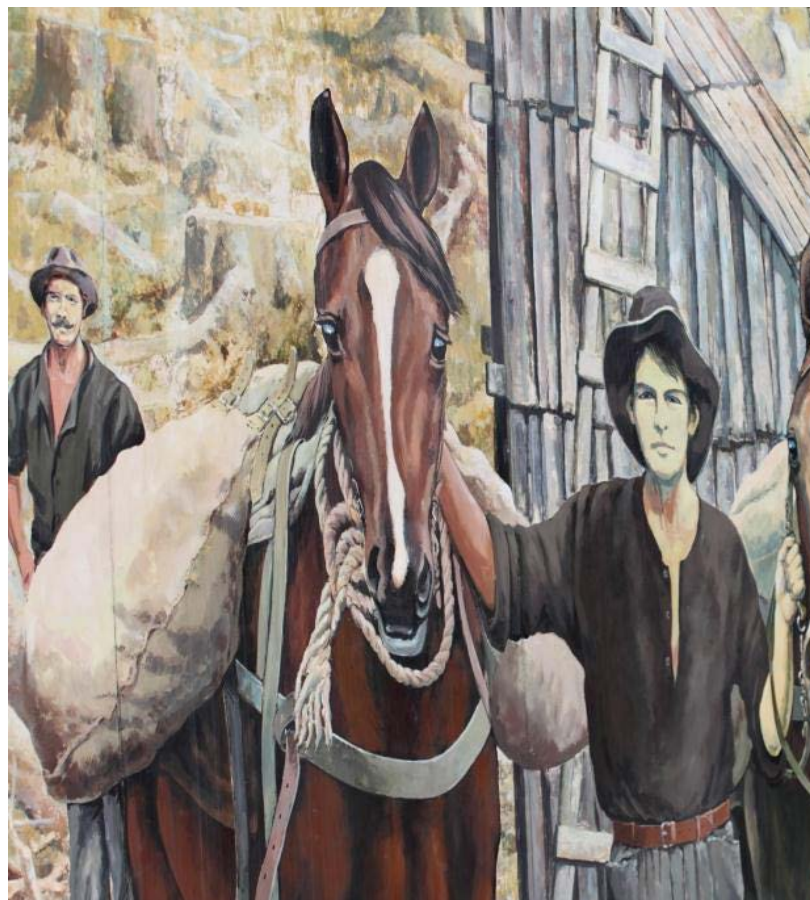
Waihi Beach Events and Promotion Association have been funded to contract a person to undertake marketing and events. This is an exciting initiative which formalises volunteer efforts to provide a cohesive and consistent approach to promoting Waihi Beach.

Work continued on the redevelopment of the Te Puke and Katikati town centres. In Te Puke the library upgrade was completed and the construction of bleacher (uncovered) seating at Centennial Park. The lead infrastructure for the creation of a vibrant Te Puke town centre has now been completed.

Our goals

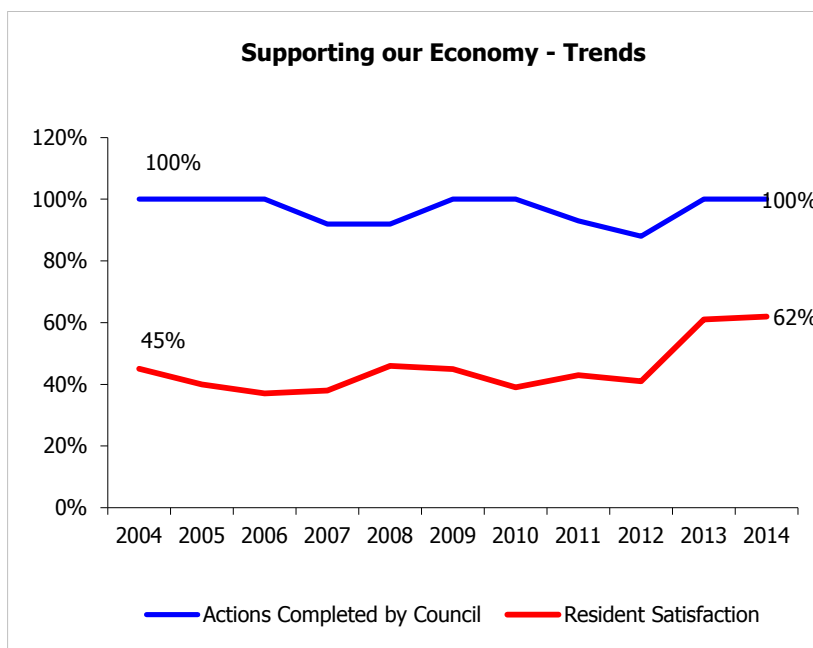
- ① Support external organisations tasked with developing economic activity in our District.
- ② Support and promote our town centres.
- ③ Plan for sustainable economic growth in our District.

In Katikati the redevelopment of Memorial Square was completed in April and hosted the Anzac Parade and dawn service. Negotiations with individual landowners are ongoing in regard to possible property purchases or arrangements for Council to use property for public purposes in the Katikati town centre.



Service performance results

Result trends for key measures



How we have tracked progress towards our goals

Performance Measures	2013/14		2012/13	Narrative
	Target	Results	Results	
Key Performance Measure Percentage completion of the annual work programme as identified in our Economic Strategy and Action Plan.	≥90%	100%	100%	😊
Key Resident Measure Level of resident satisfaction with our role in promoting employment and business opportunities within the sub-region. Monitored by the Annual Residents' Survey, those residents that are 'satisfied' and 'very satisfied'.	≥55%	62%	61%	😊 The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including the 33% who don't know is 42%.
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%	67%	71%	😊 The target and the result were calculated excluding those surveyed who 'don't know'. The survey result including the 21% who don't know is 53%.

How we have tracked progress - levels of service

Performance Measures	2013/14		2012/13	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	6	😊
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	24	26	😊
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	1.5	1.5	😊

Future initiatives

The economic strategy is being reviewed as part of our Long Term Plan process. This will identify future economic opportunities and initiatives to be implemented.

The town centre promotion agencies will continue to promote the Katikati and Te Puke town centres. Te Puke EDG is working to be ready post the Tauranga Eastern Link which will mean most heavy traffic will be diverted out of the town. While Katch Katikati and the Waihi Beach association are working in partnership to develop a business award for their area.

We will continue the development of town centres. The refurbishment of the old fire station in Katikati is under consideration. This will include improvements to the building's earthquake resilience, and potential accommodation of the heritage museum. In Te Puke the earthquake strengthening for the War Memorial Hall will commence in the 2014/15 year.

Cost of service statement - Economic

	Actual \$'000 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure - by activity			
Economic support	518	544	512
Visitor information	54	60	60
Town centre promotion	596	288	19
Waihi Land Drainage Society	287	249	263
Total operating expenditure	1,455	1,141	853
Analysis of expenditure - by class			
Direct costs	1,441	957	799
Overhead costs	126	149	131
Interest	(112)	33	(78)
Depreciation	1	2	1
Total operating expenditure	1,455	1,141	853
Revenue			
Targeted rates	513	512	495
Interest	-	17	14
Other income	88	2	215
Total revenue	602	531	724
Net cost of service - surplus / (deficit)	(854)	(610)	(129)
Capital expenditure	746	288	1,026
Total other funding required	(1,600)	(897)	(1,155)
Other funding provided by			
General rate	928	928	832
Interest in associates	345	-	-
Reserves and future surpluses	327	(30)	323
Total other funding	1,600	897	1,155

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

2013/14 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 \$100,000 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 2014	Budget \$'000 2014	Actual \$'000 2013
Analysis of expenditure by activity			
Support services	1,221	1,249	668
Corporate assets	3,539	1,420	1,832
Treasury	1,806	1,286	1,574
Total operating expenditure	6,566	3,956	4,074
Analysis of expenditure - by class			
Direct costs	2,593	2,538	2,311
Interest	1,056	191	731
Depreciation	1,025	1,227	1,032
Impairment	1,892	-	-
Total operating expenditure	6,566	3,956	4,074
Revenue			
User fees	17	1	18
Targeted rates	1,396	383	624
General rate	2,042	3,468	1,209
Interest	5,870	458	5,741
Other income	1,137	768	1,055
Total revenue	10,461	5,078	8,647
Net cost of service - surplus / (deficit)	3,896	1,122	4,573
Capital expenditure	1,091	1,456	1,111
Total other funding required	2,804	(334)	3,462
Other funding provided by			
Debt increase / (decrease)	116	(66)	6,737
Proceeds from sale of assets	257	85	266
Reserves and future surpluses	(3,178)	314	(10,467)
Total other funding	(2,804)	334	(3,462)

Major variances

Operating expenditure was \$2.61m higher than budget. This was due to the recognition of an asset impairment of \$1.89m in relation to the Te Tumu land. Interest costs were \$865k higher than budget due to the transfer of property from the roading activity.

Interest income was \$5.41m higher than budget. This was due to a revaluation gain of \$3.82m on Council interest rate swap portfolio and greater interest received on cash deposits during the year.

