



# KAWERAU DISTRICT COUNCIL

## Long Term Plan 2015-2025

Incorporating the Annual Plan 2015/2016





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# OVERVIEW



# From the Mayor and CEO



## Welcome to Council's Long Term Plan for 2015-2025

Firstly, we would like to thank all those who participated in the process that led to the development of this Plan. A significant number of submissions were received and it was very pleasing that so many people got involved. Council considers that the result is a balanced programme of work which maintains our focus on providing good quality local infrastructure, public services and regulatory functions to the Kawerau Community and also brings some changes to recognise and reflect how our Community is evolving.

Council has endeavoured to keep the rates increases affordable for our Community. There will be an average rates increase of 4.0 percent for 2015/16 and between 2.4 percent and 4.4 percent for each of the following nine years of the Plan.

Consultation for this Plan focused on three key proposals and Council's decisions about those and other matters of note are discussed below.

### **A Second Swimming Pool**

Submissions were mostly in favour of a second swimming pool though there was no clear indication about whether the 25 metre or 50 metre option was preferred. Council has decided to complete the new changing rooms and then build a splash pad and new barbeque area in 2015/16.

A second swimming pool (size not specified) has been included in this Plan for 2016/17, and will be subject to further consultation as part of developing the Annual Plan for that financial year.

### **Improving the Look of the Town Centre**

Submissions were overwhelmingly in favour of replacing the cobblestones and seating in Ranfurly and Jellicoe Courts and upgrading the Promenade. The work will be staged over time and will involve input from shop and business owners and the wider Community.

### **Key Changes to the Rating Structure**

Council confirmed its proposal to increase the UAGC to \$600 as this was supported by two thirds of the submissions on this matter.

### **Strategic Development**

Stakeholder groups and the wider community will be involved in developing Council's strategies for Tourism Growth, Age and Disability access and inclusion, Healthy Housing and Community Development. Another area of focus will be to help maintain the viability of our local clubs and organisations into the future.



## Other Areas of Work

Council has also made decisions to:

- Upgrade street lights to LED technology over three years from 2016/17
- Clean and carry out CCTV inspections of Stormwater and Wastewater pipes more often, so as to reduce flooding and blockages
- Purchase more books and start running adult reading programmes at the Public Library
- Increase the level of tree maintenance.

Full details about all of our plans are contained in this Long Term Plan, which we commend to our Community, our visitors and any others who may wish to read it.



Malcolm Campbell  
**MAYOR**



Russell George  
**CHIEF EXECUTIVE OFFICER**



# Financial Strategy

## Introduction

Council has prepared this Long Term Plan on the basis that it needs to be financially sustainable, while meeting the needs of residents.

## Population Change

At the 2013 Census, the District population was 6,363. This represented a decline of around 1.2 percent per annum over the previous 10 years, a trend which Statistics NZ predicted will continue so that by 2023, the District will have lost a further 720 people.

Kawerau has a growing number of older people and a high proportion of young people. At the 2013 Census, 17.6 percent of the population was aged 65 and over. This represented an increase of over thirty percent since 2006.

At the other end of the age spectrum, 25.8 percent of the people in Kawerau were aged under 15 years in 2013. While this was a reduction of 8.5 percent compared to 2006, it is 5.4 percent higher than the New Zealand average.

The unemployment rate in Kawerau was over 12 percent in 2013. However, anecdotal evidence indicates that proportion of people receiving Work and Income benefits in Kawerau is considerably higher.

Council has based its financial strategy on these figures and projections, but is attempting to reverse the trends with economic development interventions such as industry clustering and the zoning of a new industrial park aimed at stimulating industrial development and employment opportunities in the District.

## Changes in Land Use

In 2010 approximately 171 hectares of land belonging to the Putauaki Trust was transferred from the Whakatane District to the Kawerau District. The land was zoned rural and is used for grazing sheep and beef cattle.

Council rezoned 113 hectares of the land to industrial zone and the remaining 58 hectares is rural lifestyle.

There is very little industrial land available in Kawerau. Council rezoned the land as it anticipate there will be a demand for land at least in the medium term. Also Council is partnering with other organisations to promote Kawerau as being a good place to have a business as it has plenty of natural resources.

It is not anticipated that there will be any other significant changes in land use for the next ten years.

## Prudent Financial Management – Balanced Budget Requirement

Council is required under the Local Government Act 2002 to ensure that each year's projected operating revenues are set at a level to meet each year's operating costs. However, Council can set projected operating revenue at a different level if it believes it is financially prudent to do so.

Council is further required to manage its revenues, expenses, assets, liabilities, investments and general dealings in a prudent manner that promotes the current and future interests of our community. In assessing a financially prudent position, consideration is given to:

- the estimated expenses of maintaining the predicted levels of service contained in the Long Term Plan, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life, the projected revenue available to fund the estimated expenses associated with delivering services and maintaining the service capacity of assets throughout their useful life.
- the equitable funding for the provision and maintenance of assets throughout their useful life



## Council's Funding and Financial Policies

In 1998/99 Council decided, following consultation with the Community, that it would fund the annual depreciation expense on its assets apart from depreciation on non-critical assets if there was no intention for them to be replaced. Also when establishing the level of funding for depreciation, Council resolved that depreciation will not be fully funded for roads that are subject to New Zealand Transport Agency subsidies, as well as the non-critical buildings. The specific buildings that are unlikely to be replaced in their present form include the: Town Hall, Concert Chamber, Library/Museum, Council Office, Tarawera Park Amenity Building, Recreation Centre, Swimming Pool, Depot and Pensioner Housing.

These buildings remain non-strategic and in addition, the level of utilisation in many cases is significantly below total availability. As a result, it is unlikely that they would be replaced directly in their present form. Also, their replacement may be by rented accommodation or by buildings funded by way of loans.

Council has by resolution again confirmed the decision made in 1998/99 to continue this policy of not funding non-critical and non-strategic assets as Council believes the reasons for doing so remain unchanged and that this policy is appropriate for the Kawerau District.

The advantage of not funding depreciation on these buildings is that the Community is not funding depreciation on assets that are unlikely to be replaced with buildings of equivalent value.

The benefits of not funding the portion of depreciation where Council expects Land Transport NZ subsidies on asset renewals, is that ratepayers are not funding depreciation that it believes is unlikely to be required in the future.

The risk is that the subsidy rate will decrease. Council believes that the risk is low and that if it occurred it would look at alternative funding options such as rating and loans.

The estimated lives of the non-critical assets are:

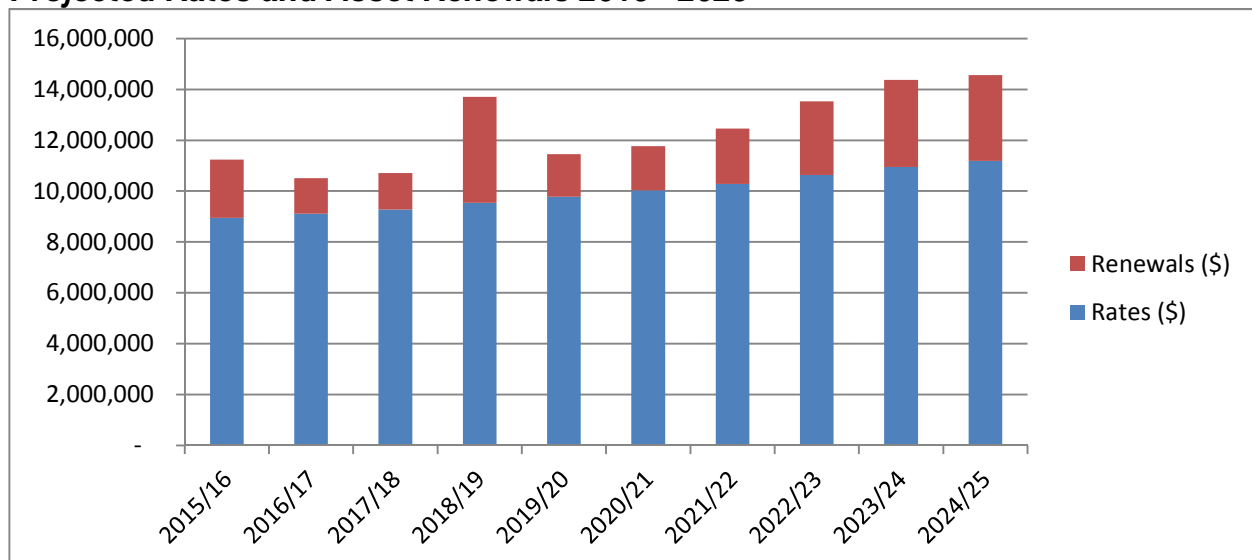
Building	Year Built	Gross Replacement Cost 2013 (\$)	Expected Life	End of Life
District Office	1960	948,300	75	2035
Town Hall	1960	2,285,102	75	2035
Concert Chamber	1953	713,200	75	2035
Library/Museum	1953-2008	692,000	75	2028-2081
Tarawera Park Amenity Building	1985	1,040,800	75	2060
Recreation Centre	1969-1999	3,872,500	75	2044-2074
Swimming Pool	1957-2006	1,031,100	50-75	2007-2075
Depot	1955-1980	1,413,100	35-50	1990-2030
Pensioner Housing/BH Hall	1965-1984	1,951,700	50-75	2015-2059
Dog pound	1998-2006	194,400	75	2070
Sexton Shed	1990	59,500	75	2065
Toilet Blocks – various	1975-1985	139,500	50	2025-35
Netball/Tennis Pavilion	1970	663,700	75	2045
Cricket/Athletics Pavilion	1976	314,400	75	2051
Landfill/Recycling buildings	2000-2006	351,000	50	2025-56
Information Centre	1956-2000	330,500	75	2031
Museum (16-18 Jellicoe Court)	1955	380,200	75	2030

The estimated amount of non-funded depreciation on those assets is:

Assets	2015/16	2016/17	2017/18	2018/19	2019/20
Roads	\$323,070	\$332,560	\$344,950	\$358,420	\$372,700
Stormwater	\$125,070	\$126,970	\$128,860	\$138,750	\$140,770
Buildings	\$173,920	\$174,330	\$174,780	\$187,950	\$188,470
<b>Total</b>	<b>\$622,060</b>	<b>\$633,860</b>	<b>\$648,590</b>	<b>\$685,120</b>	<b>\$701,940</b>
Assets	2020/21	2021/22	2022/23	2023/24	2024/25
Roads	\$388,230	\$404,730	\$422,660	\$441,730	\$462,470
Stormwater	\$142,780	\$156,680	\$158,860	\$161,030	\$179,040
Buildings	\$189,020	\$205,240	\$205,890	\$206,580	\$226,860
<b>Total</b>	<b>\$720,030</b>	<b>\$766,650</b>	<b>\$787,410</b>	<b>\$809,340</b>	<b>\$868,370</b>

The following below shows the trend for rates and asset renewal expenditure which are the key financial aspects of this Plan. Inflationary figures have been provided by BERL. See significant forecasting assumptions, which are included in all figures in the Plan.

### ***Projected Rates and Asset Renewals 2015 - 2025***



Council is forecasting that its operating expenditure will increase from \$10,522,270 to \$13,786,650 between 2015 and June 2025. These increases are as a result of:

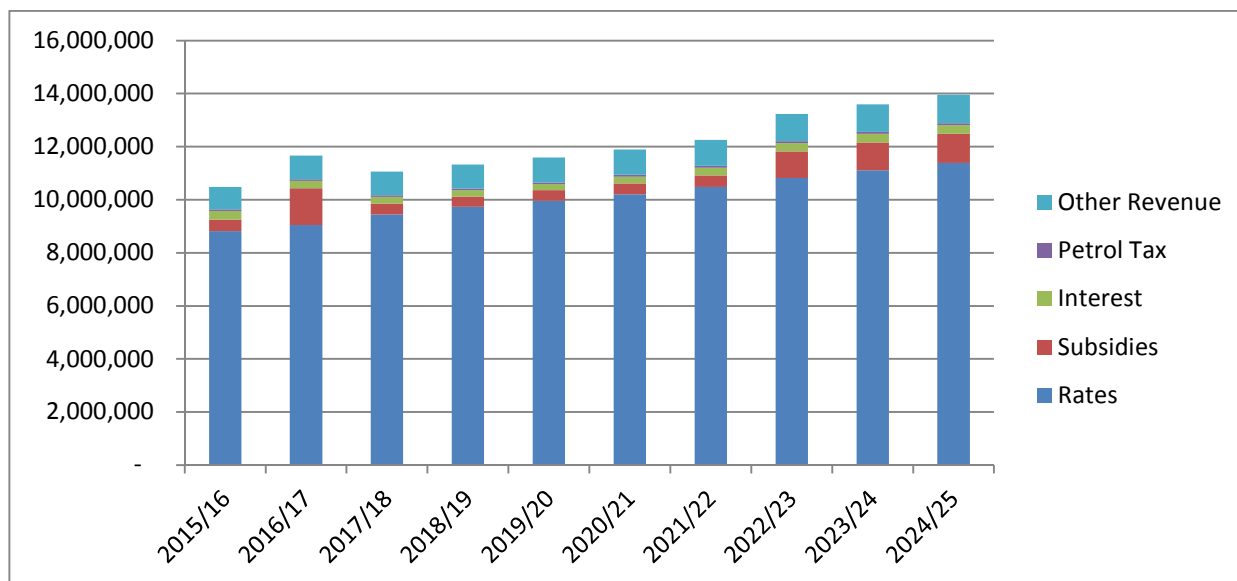
**Price increases** – inflation and the factors that influence it will mean that it costs more to do business.

**Service level increases** – in some areas Council will be providing higher levels of service.

**Depreciation and interest payments** – the increased capital expenditure programme means corresponding increases in costs in these areas.

Council has adopted strategies to ensure that over the period of the Long Term Plan, it continues to be financially sustainable.

The following graph shows the planned funding for the next ten years.



## Rates and Rates Increase

The Long Term Plan shows a rates increase of 4.0 percent for 2015/16 and between 2.4 percent to 4.4 percent for each of the following nine years. Given the current economic environment and the financial pressures our community is facing, Council has endeavoured to keep the rates increases close to the underlying rate of inflation applied to Council costs.

Council charges a general rate to every rateable property and a Uniform Annual General Charge (UAGC) to every separately used or inhabited part of a property.

There is a differential general rate charge for residential and commercial properties. This recognises the different levels of services provided to these categories of property.

Council also charges targeted rates for the following services:

- Water supply
- Waste water disposal
- Refuse collection

The values of all properties in the District are reviewed three-yearly. The last revaluation was conducted in September 2012, and the next will be undertaken in 2015. Council will undertake a comprehensive review of its rating policy following the next revaluation of the district to ensure that the rates charged to individual properties are fair and reasonable.

## What is a Reasonable Level of Rates?

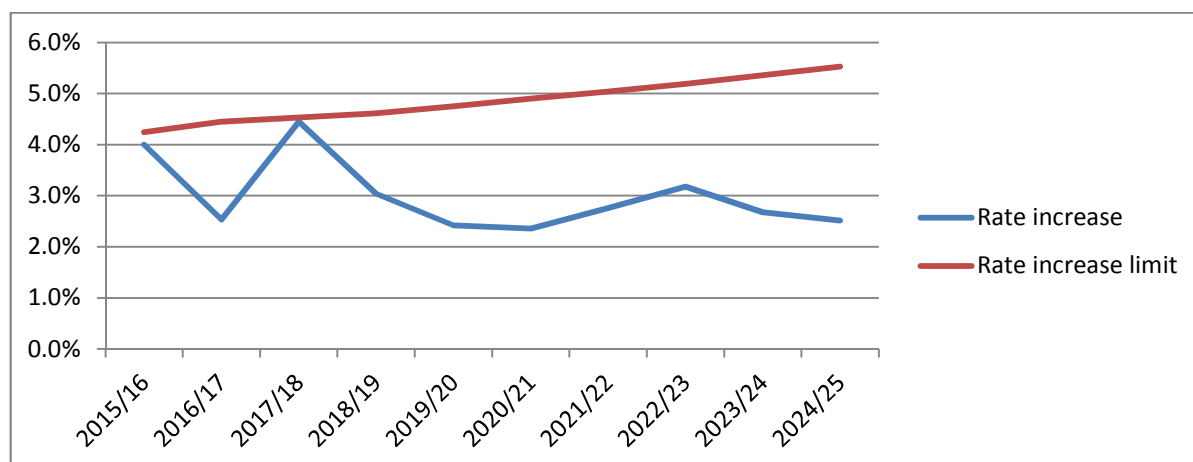
In setting rates at the appropriate level, Council must consider what is affordable for both Council and the community. This is a delicate balancing act which needs to take account the range of services that Council delivers and whether these should be paid for by current or future ratepayers (sometimes referred to as 'intergenerational equity'). This is particularly important for Council given that many of its assets have long service lives and the benefits they provide are over a long period of time.

In assessing the appropriate level of funding, Council has to consider the following:

- Have we set revenues at a level sufficient to cover all our expenses?
  - Have we set our revenue at a level that will enable us to undertake an ongoing asset renewal and replacement programme?
  - Are the rates and fees affordable for residents?
  - Have we considered the needs of current and future ratepayers?
  - Overall, have we balanced our budget?
- After taking the above factors into consideration, the rate increases for 2015 - 2025 is between 2.4 to 4.4 percent.

Council has set the following limits regarding rates for the period of the Long Term Plan:

1. Total rates will not exceed 88 percent of total budgeted revenue.
2. The total rate increase (excluding rates penalties) in any one year will not exceed the underlying rate of inflation for Council costs plus 2 percent.



## Debt and Issuing Securities

As at 30 June 2015, Council will have no external debt other than finance leases for funding the office telephones and photocopiers. Council does have internal loans (funded from its depreciation reserves) which will total approximately \$1.4 million. The interest rate for these internal loans is determined annually based on investment rates.

Council's intended limit on borrowings is that it will not have any external debt (other than finance leases) as it does not intend to raise any external loans for the period of this Long Term Plan. As Council is not proposing to raise any external loans, it does not need to issue any securities.

## Financial and Equity Security Investments

It is anticipated that Council will have financial investments totalling \$8.4 million (including short term deposits) at 30 June 2015. These funds are mostly depreciation reserves which will be used to fund the programmed renewal of Council's assets. These assets are critical to enabling Council to continue to provide the current levels of service.

The interest earned on the invested depreciation reserves are credited to each respective reserve account, so that sufficient funds are available when the assets require renewing.

Council also invests surplus general funds at various times throughout the year. The interest earned from the investment of general funds is used to reduce the amount required from rates.

Council has budgeted to earn \$262,480 in interest for 2014/15 and approximately 10 percent of this amount will be interest on general funds. Council's financial investments are invested in accordance with Council's investment policy which lists where Council can invest funds and limits the amount that can be invested in a single institution. The anticipated average return is 4.5 percent per annum.

Council also holds equity securities in Civic Assurance (31,161 shares) and BOPLASS Ltd (5,091 shares). Council's objectives for holding shares in these organisations are to allow it to participate in the operation and benefit from the advantages of being a shareholder.

## Operating Expenditure

Operating expenditure covers Council's day-to-day services and operations, from collecting rubbish and providing street lighting to maintaining gardens and issuing building consents.

The majority of operating expenditure is for transport, followed by parks, wastewater and water. The table below splits out the rates funding for the major activity areas for the 2015/16 year, for the average residential ratepayer.

### Contribution by Average Residential Ratepayer (CV \$91,000)

#### 2015/16 Rates Charges

	\$
UAGC	600.00
General Rate	791.70
Water Supply	72.63
Wastewater Charge	170.06
Refuse	150.73
<b>Total</b>	<b>1,785.12</b>

#### Contribution to Council Activities

Activity Group	\$
Democracy	98
Economic Development	103
Environmental Services	122
Roading	156
Stormwater	15
Water Supply	194
Wastewater & Solid Waste	577
Leisure & Recreation	520
<b>Total</b>	<b>1,785</b>

## Asset Renewals

Council currently has fixed assets worth \$59.0 million and during the next 10 years Council is planning to undertake renewals of \$24.3 million. For each asset category, asset management plans are in place, which are the key planning tool for the maintenance and future renewals to meet current levels of services. The asset management plans also identify how the planned expenditure will be paid for.

Council has developed the asset renewal programme assuming that all projects will be completed in the year identified in the Plan. However, due to a number of factors, there can be delays in the renewal of assets. Renewals that are delayed in one year of the Plan will be completed in the following years. Renewals of assets are generally funded from depreciation reserves and have been set at a level to ensure that renewals can be funded from this source. This is an important intergenerational issue as both the current and future ratepayers benefit from the asset use and are making the appropriate contribution towards the cost of renewing the asset.

Most transport renewal expenditure receives a New Zealand Transport Agency subsidy of between 66 percent for 2015/16 which increases by 1% each year up to 75 percent in 2024/25. Council does not anticipate there will be any significant growth in the district for the next 10 years. Subsequently there are no capital projects budgeted to provide increased levels of service which cater for growth.

Council has asset management plans for: roading, water supply, stormwater, wastewater and community facilities and property. Condition assessments have been conducted for these activities. The current deterioration model is based on best practice from the International Infrastructure Management Manual 2011.





## Asset renewal expenditure by Activity Group

Year	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Economic Development	7,750	-	-	-	-	-	-	-	-	-
Environmental Services	7,500	4,100	4,200	4,320	4,440	4,580	4,720	4,880	5,040	5,220
Roading	666,900	424,610	433,990	390,510	400,330	411,190	422,750	435,480	449,020	463,870
Stormwater	24,820	26,410	27,110	27,880	28,670	29,560	30,510	784,910	812,100	841,770
Water	417,590	464,810	456,010	2,737,810	705,070	749,980	750,240	1,037,320	495,380	514,260
Waste Management	76,410	40,860	41,940	419,330	44,360	58,850	50,260	48,790	1,138,470	1,110,600
Leisure & Recreation	598,560	190,160	225,070	358,560	254,730	227,930	252,070	216,130	240,270	256,930
Overheads	47,200	66,200	85,830	25,910	54,470	22,820	77,940	111,520	61,780	16,540
Plant	172,600	158,580	137,150	162,160	141,020	187,200	539,690	213,680	179,450	120,010
Buildings	63,010	37,890	38,390	38,930	39,530	40,160	40,830	41,590	42,360	43,190
<b>Total</b>	<b>2,082,340</b>	<b>1,413,620</b>	<b>1,449,690</b>	<b>4,165,410</b>	<b>1,672,620</b>	<b>1,732,270</b>	<b>2,169,010</b>	<b>2,894,300</b>	<b>3,423,870</b>	<b>3,372,390</b>

## Changes from 2012 - 2022

There are no significant changes to this Long Term Plan when compared to the Plan for 2012 - 2022. Council has made those changes that are required following amendments to the Local Government Act 2002. Also it has reviewed its significant policies and Rating Policy which are included in this Plan.

# Infrastructure Strategy

## Purpose of the Strategy

This Infrastructure Strategy is intended to help Council and the Community make informed decisions about the major infrastructure decisions and investments which will need to be made over the next 30 years.

The Strategy outlines:

- The key infrastructure issues which must be addressed over the next 30 years
- The main options for dealing with those issues
- The implications of those options for residents and businesses in terms of cost and service delivery; and
- Council's preferred scenario for managing the issues and implications.

This Strategy was developed in conjunction with, and provides the underlying infrastructure-related information about, Council's Financial Strategy.

Infrastructure expenditure contributes to the following Community Outcomes:

Services Council infrastructure and services are accessible, age-friendly, effective, efficient and affordable, now and for the future.

Development Council works in partnership to attract people to visit, live and do business in Kawerau and to enhance economic and employment opportunities for our community.

Activity Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.

For Council, infrastructure spending accounts for approximately 35 percent of operating expenditure and over 90 percent of capital expenditure. Expenditure that both maintains the standard of Kawerau's infrastructure and is affordable now and in the future will provide a platform for economic development, contribute to the quality of life of the Kawerau community and help Kawerau remain an attractive place to live and do business.

## What is Infrastructure?

For the purposes of this Strategy, the term 'infrastructure' means the assets used to deliver services to the community in the Council Activities as shown below:

**Roading** infrastructure includes street lighting, kerb, channel and footpath, pavement surface, pavement structure.

**Stormwater (including flood protection)** infrastructure is the reticulation (pipes).

**Water Supply** infrastructure is that used for collection and storage and the reticulation used for local distribution.

**Wastewater** infrastructure is the reticulation and that used for sewage pumping, treatment and disposal.

## Assumptions and Drivers of Capital Expenditure

A fundamental question for Council about infrastructure expenditure is how much should be spent. Capital investment decisions are driven by three considerations:

- Can we replace like for like?
- When should new and improved infrastructure be purchased? and
- How much do we need to invest to provide adequately for the future?

The proposals in this Strategy are based on assumptions Council has made in relation to each of these questions. These assumptions are discussed more fully and the corresponding capital expenditure included in the relevant Asset Management Plans.

There is a significant uncertainty in this Strategy relating to the lives of the Wastewater and Stormwater reticulation (pipes). In an attempt to provide the most accurate information possible, some assets have been physically inspected to determine whether their actual condition is consistent with Council's forecasts. Physical testing in 2015/16 will determine actual deterioration.

## When we can replace like for like

The estimated useful life of each class of Council infrastructure is set out in the Statement of Accounting Policies in the current Long Term Plan. As with any estimate, there is a risk that these may be wrong. Overestimation could lead to earlier than forecast failure and required replacement while underestimation could mean that infrastructure is replaced before it needs to be.

Council's projections for replacing infrastructure are also underpinned by the current state of technology. Future developments may lower the replacement costs of pipes for example, if their useful lives can be extended by re-lining.

Council infrastructure has a total value of \$40.3 million and over the next 10 years, \$24.6 million will be spent on renewals. The projected replacement dates for Kawerau's

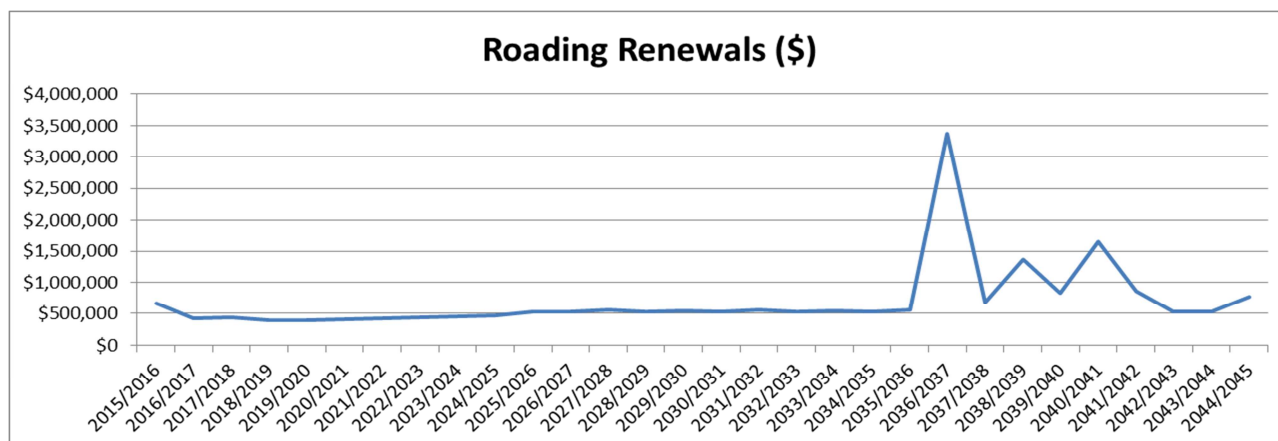
Roading, Stormwater, Water Supply and Wastewater infrastructure, and the associated expected costs, are set out below.

### Roading

Roading assets include the road carriageway, street lights, footpaths, kerbs, bridges and culverts. The current levels of service provided by Roding assets are shown in the following table:

Length of Roads (kms)	40
Length of Kerbs (kms)	72
Area of Footpaths (m <sup>2</sup> )	108,500
Structures (one Bridge, five culverts)	6
Number of Street Lights	738

Expenditure on Roding renewals over the life of this Strategy is expected to be fairly constant, as shown in the following figure:



An expenditure spike from the years 2036/37 to 2040/41 is created by the estimated need to renew the underlying road pavement structure and associated kerb and channel at that time. Council is likely to smooth these costs in future (see description of smoothing over leaf).

## Stormwater, Water Supply and Wastewater

Kawerau is unusual in that, because the town was purpose-built, much of the reticulation infrastructure was constructed at once. Because the town is only 60 years old, Council's main focus to date has been on maintenance. As it ages however, infrastructure will start needing to be replaced. The uniformity in age means that this will occur in large chunks and create expenditure 'spikes'.

### Smoothing of Renewals

Council has two strategies to 'smooth' the effects of these spikes: smoothing expenditure and 'sweating' the assets. For the Stormwater, Water Supply and Wastewater infrastructure, Council has divided the reticulation network into six zones based on the estimated average date at which each zone was developed. Renewal/replacement funding for each zone is averaged over eight years (ten years for Stormwater). This allows for the spread of installation dates and different rates of deterioration. Replacement decisions are based on information including the condition, reliability and maintenance of the asset as well as age.

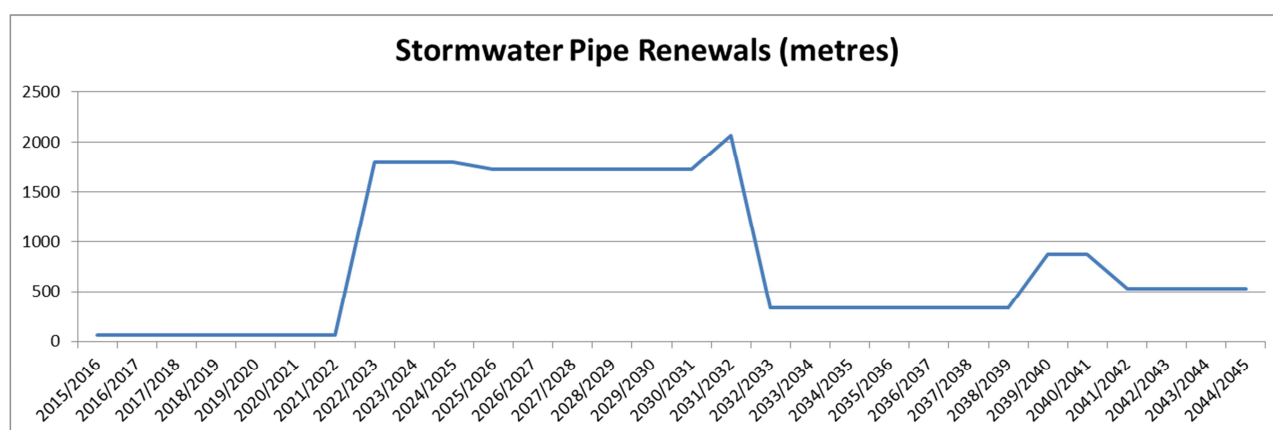
Council's objective is to maximise the life of the District's infrastructure without compromising service. This reduces the overall cost to the community.

### Stormwater

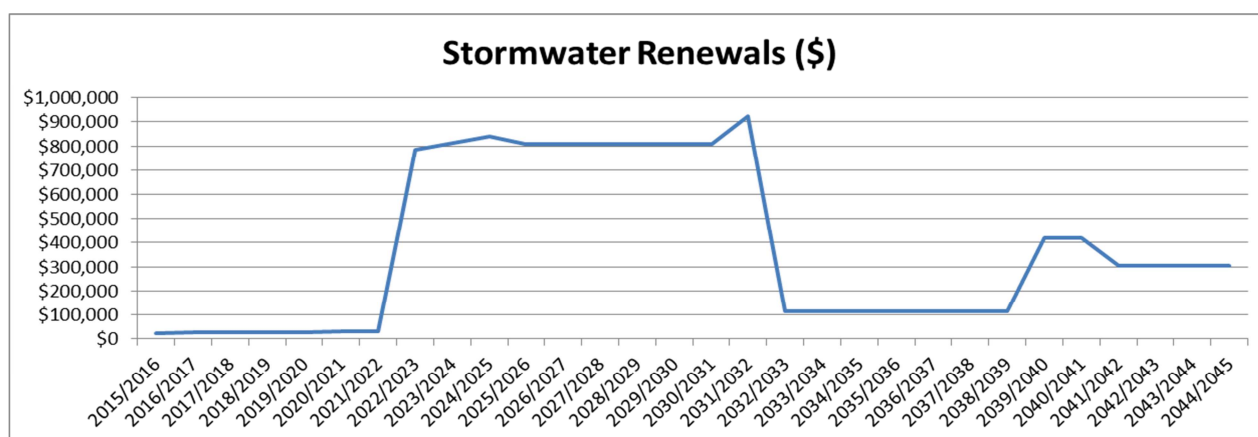
The Stormwater Activity involves Council disposing of stormwater from the roading network, repairing or replacing unsound pipes and other stormwater structures, cleaning pipes and cesspits and planning to meet future requirements, and improving operations. Stormwater is collected predominantly from the roading network and channeled through a network of pipes into natural waterways. Key components of the system are summarised in the table below:

Length of reticulation	45.3 km
Number of cesspits	776
Number of outfalls	19
Number of manholes	520

Council will need to replace approximately 1.8 kilometres (km) of Stormwater pipes each year for the ten years from 2022 to 2032, and then 0.5 km per year for the 13 remaining years of this Strategy. Renewals and costs are shown in the following figures:







NOTE: Annual replacement 10 year moving average

## Water Supply

The Kawerau District water supply network comprises springs, pumps, reservoirs and pipes. It distributes potable (drinkable) water to around 2,400 households, four large industrial plants and approximately 250 businesses. The water is principally sourced from two springs. When demand is high and spring flows are low, Council can obtain additional water from a bore field. Resource consents from Environment Bay of Plenty stipulate the amount of water which may be taken and a maximum extraction rate.

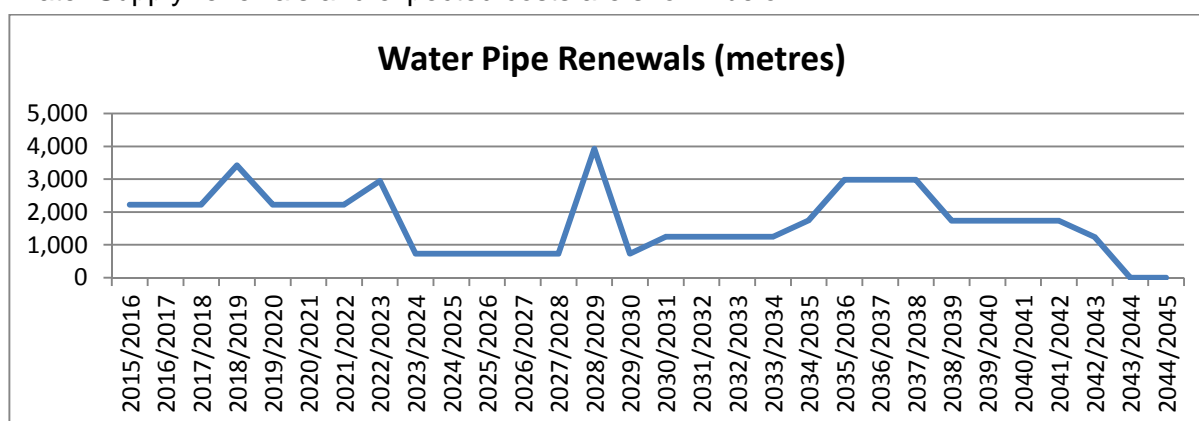
From source the water is treated and then pumped to three reservoirs, from where it is delivered to consumers by gravity. Large water users have metered supplies. Key components of the system are:

Length of reticulation (kms)	70
Number of pumping stations	2

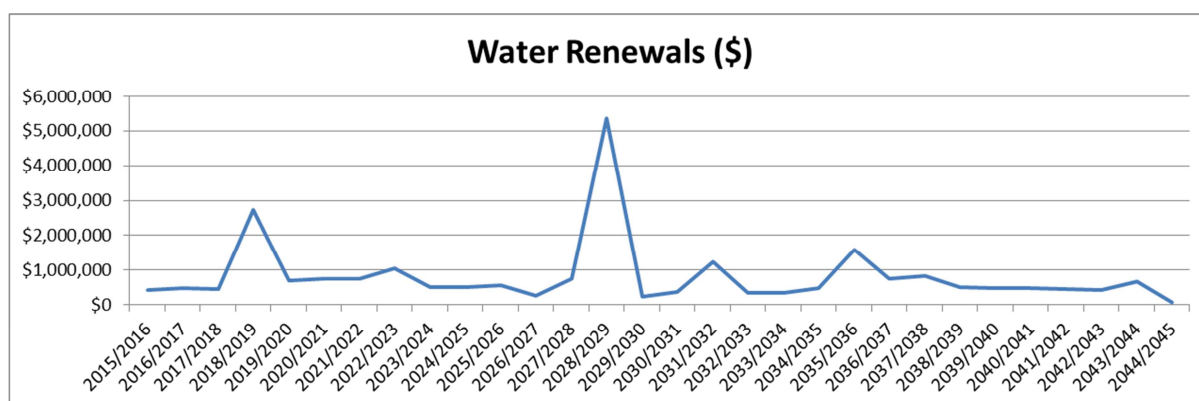
Under the NZ Drinking Water Standard 2008, a community the size of Kawerau should have a minimum water grading of Bb. The Kawerau treatment plant received a grading of Ee, which indicates an unsatisfactory level of risk. In 2007 in an ultraviolet (UV) treatment plant was commissioned. Further work has been undertaken to gain a Bb grading and it is assumed that testing in 2015/2016 will confirm a Bb grading.

Council will replace approximately 2.2 km of Water Supply pipes each year in the first decade, 1.4 km per year in the following decade and 2.3 km per annum in the third decade of the Strategy.

Water Supply renewals and expected costs are shown below:







NOTE: Annual replacement 8 year moving average

Expenditure spikes in 2018/19 and 2028/29 relate to replacement of the rising main from the pump house to the reservoirs and of the gravity main from the Umukaraka Spring to the Pumphouse. (These are discussed more fully later in the Strategy)

Septic tanks are used for two Council owned toilet blocks and the few properties in the District not connected to the network.

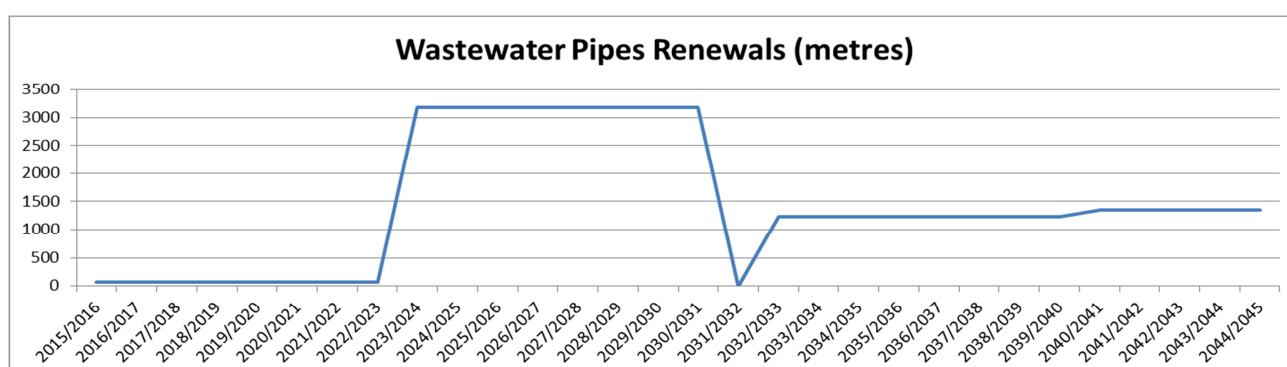
Key components of the system are summarised in the table below:

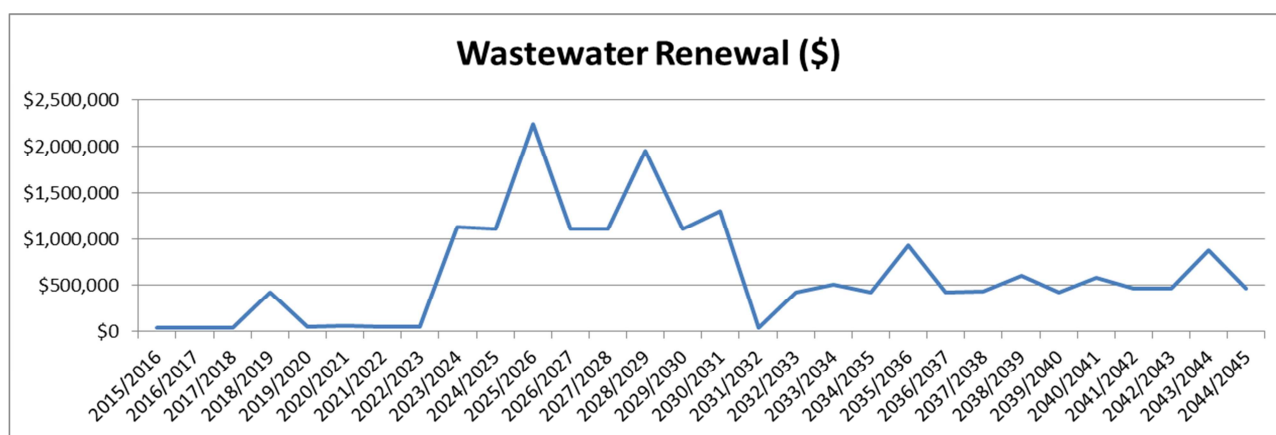
## Wastewater

Properties connect to the public reticulation system through small pipes. Larger pipes and manholes are used in the network where changes in gradient and direction occur. There are also two pump stations. All wastewater is brought to the treatment plant. Treatment and the discharge of water to ground are carried out in accordance with resource consent requirements and to maintain a healthy environment.

Length of reticulation (kms)	52
Number of pumping stations	2
Manholes	728
Treatment Plant	1
Wastewater treated (average m3 per day)	2,000

Approximately 3.2 km of Wastewater pipes will need to be replaced each year for eight years from 2023 to 2031, followed by 1.3 km per year for the remaining 14 years of the Strategy.





Annual pipe replacement 8 year moving average

## When new and improved infrastructure will need to be purchased

The effects of climate change, increasing environmental expectations or the need to improve resilience to earthquakes may require a territorial authority to invest in upgrading infrastructure.

### **Improved Technology**

#### **Roading**

An upgrade of Kawerau's street lighting to LED is programmed to occur in three stages over 2015/16, 2016/17 and 2017/18. Council has opted to use LED technology because it is more efficient. The initial capital cost to install LED lighting is higher than replacing like for like, but because LED uses less electricity and requires less maintenance, it will cost less over time. The costs of the LED upgrade are included in the Roothing renewal costs shown earlier in this Strategy.

### **Environmental Expectations**

#### **Water Supply**

Over the life of this Strategy, the Bay of Plenty Regional Council will undertake a review of water allocations in its resource consents. Water for human consumption is given a higher priority than other uses (e.g. irrigation or industry) so minimal impact is expected in relation to Kawerau's Water Supply infrastructure.

If the Regional Council was to reduce the maximum amount of water that Council can take, we would have to start imposing water restrictions in summer. There would be no additional costs associated with this risk,

however it would result in a reduced level of service to the community.

### **Climate Change**

#### **Stormwater**

Changing rainfall patterns may impact on future Stormwater requirements. Most of the network currently has some spare capacity so only limited upgrading is anticipated to be required. Council will analyse the parts of the stormwater network where flooding occurs to determine if increasing the pipe diameter in those locations will reduce flooding. Flooding is typically caused by blockages in cesspits rather than insufficient capacity. More frequent pipe cleaning and CCTV inspections from 2015 is intended to reduce the number of blockages caused by debris and tree roots.

### **Earthquake Resilience**

Kawerau's infrastructure suffered little or no damage during the major 1987 Edgecumbe earthquake. There is always a possibility however that another earthquake of a similar or greater magnitude could cause more serious damage.

#### **Roothing**

The roading network suffered no damage in the 1987 event, which indicates that Roothing is at minimal risk from earthquakes.

#### **Water Supply**

The earthquake damaged the District's water reservoirs, which in turn affected water quality for a period of time. There was no damage to pipes, which indicates that the reticulation network is low risk.

## Wastewater

The Edgcumbe earthquake caused no known damage to wastewater pipes, which indicates that the network has a low earthquake risk.

## Insurance

A funding arrangement between central and local government would enable certain infrastructure, such as reticulation systems, to be restored after a natural disaster. The arrangement provides that central government would meet up to 60 percent of the cost and Council the remaining 40 percent. Council has insurance of \$10 million to meet its share of the cost in the event of a disaster.

## How much Expenditure is required to provide for Future Needs

### Future Population

Population size is the main determinant of demand for infrastructure. Over the recent past the Kawerau District has experienced sustained population decline. At the 2013 census the total population of the Kawerau District was 6,363, a decrease of 8.1% or 561

people since the 2006 census. Under Statistics New Zealand medium growth population projections, Kawerau's population is expected to decline at an average of 1.7 percent per annum to 4,000 people by 2043.

Population projections for the Kawerau District are shown below:

Population Change 2013–2043									
Projected Range	2013 Census	2018	2023	2028	2033	2038	2043	Number	Average Annual (%)
	6,363								
High		6,490	6,320	6,120	5,870	5,580	5,270	-1,380	-0.8
Medium		6,310	5,940	5,530	5,070	4,550	4,000	-2,650	-1.7
Low		6,130	5,560	4,950	4,280	3,550	2,780	-3,870	-2.9

Council has assessed future needs based on those projections. However District infrastructure has the capacity to service a population up to 50 percent higher than the 2013 number. The additional cost of servicing a larger population would be limited to variable costs such as power. Similarly, if the population was to reduce below the projected level, there would be minimal reduction in costs.

## Roading

Kawerau also has an ageing population. In 2014 the National Institute of Demographic and Economic Analysis stated that "Kawerau is undergoing the most rapid structural ageing of the Bay of Plenty territorial authorities" and that "by 2033, almost 30 percent of Kawerau's population will be aged 65 and over, up from 17.7 percent in 2013.

By 2063, that proportion is projected to reach 67.1 percent."<sup>1</sup>

Council has increased footpath replacement by 40 percent each year from 2015/16. This will fund an additional 200 metres of footpath replacement each year to help correct damage from tree roots and improve accessibility for Kawerau's older and disabled population.

<sup>1</sup> Jackson, et al. (2014). Review of Demographic and Labour Force Projections for the BOP Region for the Period 2013-2063. University of Waikato.

## Other Assumptions

### Inflation

The financial forecasts for the first ten years of this Strategy have been adjusted for projected inflation rates in the BERL Local Government Cost Index. The financial forecasts for years 11 to 30 have been inflated to year 10 costs only. No further inflation allowance has been added.

#### Inflation adjusters: Percentage change per annum

Year ending	Roading	Property	Water	Energy	Staff	Other
June 2016	1.2%	2.2%	5.2%	3.5%	1.8%	2.3%
June 2017	1.4%	2.4%	3.8%	3.8%	1.9%	2.5%
June 2018	2.2%	2.5%	3.0%	3.9%	2.0%	2.6%
June 2019	2.4%	2.6%	3.2%	4.1%	2.1%	2.7%
June 2020	2.5%	2.8%	3.3%	4.3%	2.2%	2.9%
June 2021	2.7%	2.9%	3.5%	4.5%	2.3%	3.0%
June 2022	2.8%	3.0%	3.7%	4.7%	2.4%	3.1%
June 2023	3.0%	3.2%	3.8%	4.9%	2.5%	3.3%
June 2024	3.1%	3.3%	4.0%	5.1%	2.6%	3.4%
June 2025	3.3%	3.4%	4.2%	5.3%	2.7%	3.6%

Source: BERL Oct 2014

## Most Likely Scenario

Council does not foresee any growth or changes to the levels of service for any of its assets in the foreseeable future. Over the next 30 years, ageing of infrastructure will create a need for significant replacement first, of Water Supply reticulation and then, of Wastewater reticulation. In the last decade covered by the Strategy, substantial Roothing renewal will be required. Council's planned infrastructure renewal programme, with alternatives and costs, is discussed below.

### Roothing

The roading network requires continued reseals, road marking and kerb replacement at current levels to maintain existing levels of service for the foreseeable future.

#### Most likely scenario

1. Council increased footpath replacement funding by 40 percent per annum from 2015/16 to enable it to replace an additional 200 metres of footpaths each year. This will help correct damage from tree roots and improve accessibility for Kawerau's older and disabled population.
2. Council will replace Kawerau's street lights with LED's over a three year period (2015/16 – 2018/19). Reports from other areas show that the reduced maintenance and power costs make the investment a cost effective option over time. Upgrading to LED lights will also improve levels of service as LED lights are brighter and have a longer useful life.
3. Renewal of the underlying road pavement structure is expected to be required from 2036/37. Council is likely to smooth the expenditure to minimise the impact on rates.

## **Water Supply**

### **1. *Replace rising main from Pumphouse to Reservoirs***

The rising main from the Pumphouse to the Reservoirs is made from asbestos Cement (AC) pipe and was installed around 1970. The pipe is approximately 1,200 metres long. AC pipes have been lasting for up to 60 years, but as the rising main is critical to the operation of the Water Supply system, it should be replaced sooner, before failures start to occur.

#### **Most likely scenario**

Replace the rising main in 2018/19. The cost is shown in the table at the end of this section.

#### **Principal alternative**

Delay replacement, increasing the risk of failure.

### **2. *Replace gravity main from Umukaraka Spring to Pumphouse***

The gravity main from the Umukaraka Spring to the Pumphouse is made from AC pipe is 3,200 metres long, and 450 mm in diameter. Installed in 1970, it is showing signs of deterioration. Umukaraka Spring water has a low pH value (i.e. high acidity level) so Council's programme of pH correction is not reducing deterioration in the gravity main. Without water from this spring, Council would need to impose significant water restrictions, especially in summer. The gravity main is not under pressure so the pipe is expected to last for 60 years. Failure is not anticipated to be catastrophic.

#### **Most likely scenario**

Replace the pipe in 2028/29 (theoretically before failures commence) which will give an added level of security to the supply. The cost is shown in the table at the end of this section.

#### **Principal alternative**

Defer replacement until after two failures have occurred. The season during which the failures occurred (summer or winter) would determine the level of disruption to the community.

### **3. *Re-drill the Tarawera Bores***

The Tarawera Bores can supply either 3,350 or 6,700 cubic metres per day, depending on whether one or two pumps are used. This is sufficient water to supply either the difference between the spring flows and summer demand; or, together with the Pumphouse Spring, (if ongoing supply from the Umukaraka Spring is compromised), to meet all but the peak summer demand.

Currently the risk of water from the Bores being contaminated is too high to use UV treatment without also adding chlorine. The risk could be reduced by re-drilling and increasing the depth of the screen entry points from 6 metres to 10 metres or more below the surface.

#### **Most likely scenario**

Re-drill the Bores and rescreen so that the screens are all deeper than 10 metres underground. The cost is shown at the end of this section.

#### **Principal alternative**

Accept that when it becomes necessary to use the Tarawera Bores, chlorine will be introduced into the reticulation for the period that they are used.

### **4. *Ongoing replacement of mains pipes***

The AC pipes in the Water Supply network continue to deteriorate as they age. Pipes need replacing before or after regular failures occur. Every additional year that the life of the Water Supply reticulation network can be extended equates to a reduction of approximately 1.5 percent in the depreciation funding required.



### Most likely scenario

Determine the likely failure dates of areas of the reticulation network and replace pipes on the due date even if failures are not yet occurring. This approach would bring forward disruptions to the community, but because of the pipe diameter, the level of disruption is minimal.

The 2015/16 budget for water supply pipe replacement is \$391,837. For the following years until 2044/45 the annual budget is between \$139,715 and \$2,392,928 per annum (excluding inflation).

### Principal alternatives

- a. Determine the likely failure dates and schedule replacement some time before these dates. This approach would increase depreciation costs of the Water Supply activity because pipes would be replaced before the end of their useful lives.
- b. Wait until several pipe failures occur and then replace that area of the reticulation network only. This maximises the life of the asset but does provide a reduced level of service for households and businesses in the area where pipes have started to fail.

## Wastewater

### 1. Ongoing pipe replacement

The AC and concrete pipes in the wastewater reticulation network are also deteriorating with age. They need replacing prior to or after regular failures occur. For Wastewater reticulation, every additional year that the life of pipes can be extended equates to a reduction of approximately 1.5 percent per annum in the depreciation funding required.

### Most likely scenario

Determine the likely failure date and then replace on this date even if failures are not yet occurring. An amount of \$16,000 has been budgeted for pipe replacement in 2015/16 and for the years 2016/17 to 2044/45 a budget of between \$16,000 per annum and \$793,000 per annum has been allocated to this work.

### Principal alternatives

- a. Determine the likely failure date and replace well before this date so as to minimise disruptions to the community. This would increase depreciation costs of the Wastewater activity because pipes would be replaced before the end of their useful lives.
- b. Wait until several pipe failures occur and then replace that area of the reticulation network only. This maximises the life of the asset but does provide a reduced level of service for households and businesses in the area where pipes have started to fail.

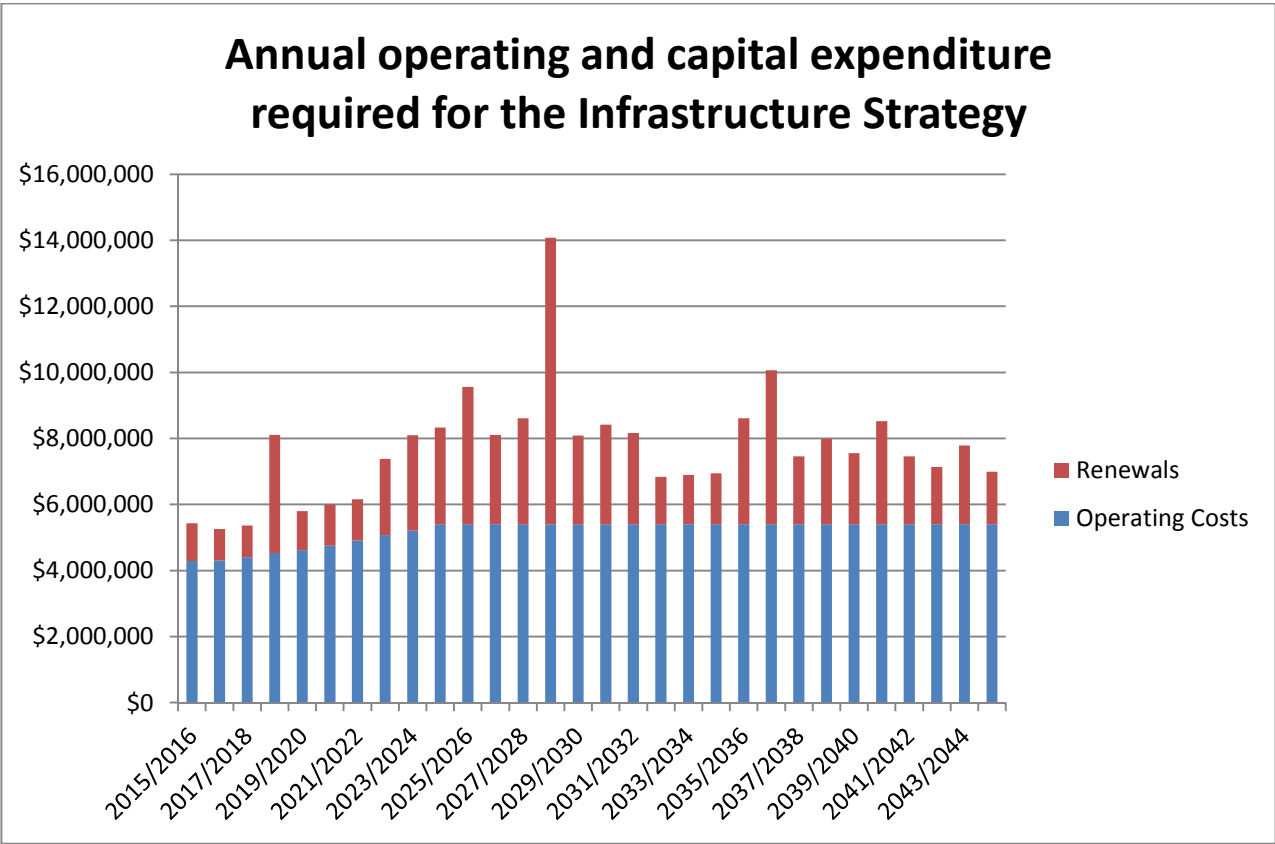
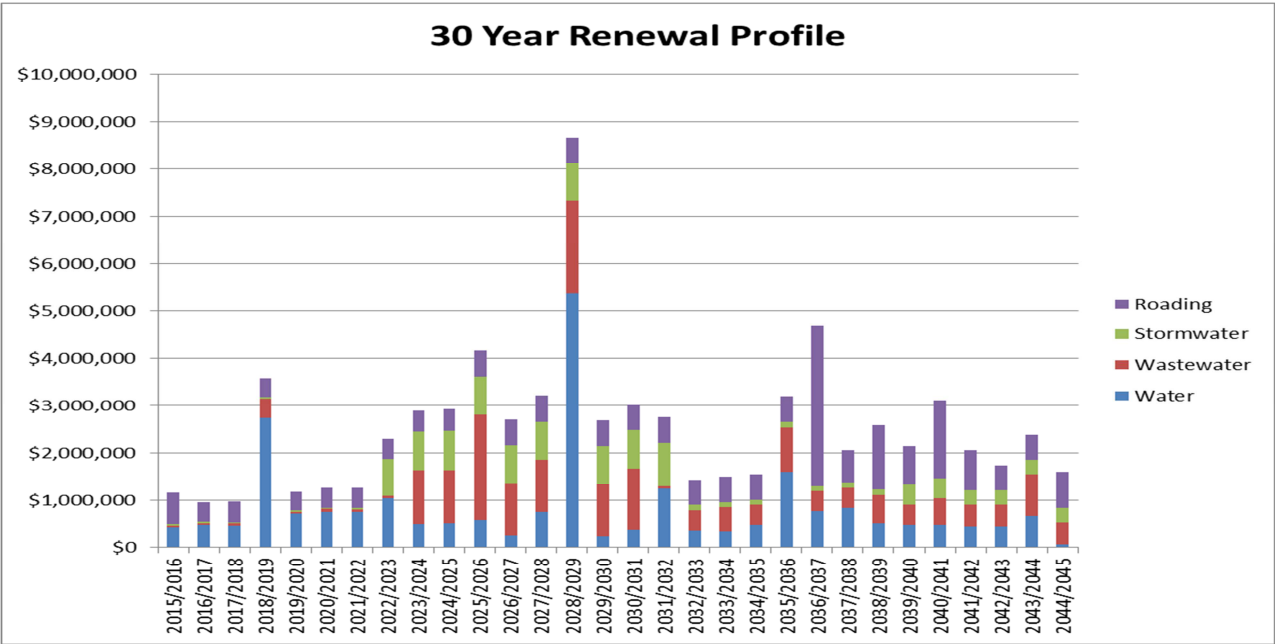
## What Would It Cost?

### Cost of Replacement Programme

The costs associated with the proposed significant renewals in Water Supply are shown in the following table.

Renewal	Most likely scenario
	\$
Rising main from Pumphouse to Reservoirs	600,000
Gravity main from Umukaraka Spring to Pumphouse	2.2-2.5 m
Re-drilling of Tarawera Bores	300,000

The total projected capital expenditure required to fund all the infrastructure renewal proposed in this Strategy is \$75.7 million over the 30 year period. The proposed infrastructure replacement programme over the next 30 years and projected annual capital and operational expenditure are shown in the following tables.



# Balancing the Budget

Council is required under the Local Government Act to manage its revenues, expenses, assets, liabilities, investments and general dealings in manner that is prudent and which promotes the current and future interests of our Community.

Council is further required to ensure that its projected operating revenues each year are set at a level to meet the year's operating costs. However, Council may set projected operating revenues at a different level if it believes that doing so is financially prudent.

In assessing a financially prudent position, Council gives consideration to:

- The estimated cost of maintaining planned levels of service, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful lives.
- The projected revenue available to fund the estimated expenses associated with delivering services and maintaining the service capacity of assets throughout their useful lives.
- The equitable funding for the provision and maintenance of assets throughout their useful lives.
- Council's funding and financial policies.

Council has not set its operating revenue at a level that meets the operating costs for the period of the Long Term Plan 2015 – 2025. The reason is because in 1998/99 Council decided not to fund depreciation on certain assets. The resolution applied to roads subject to New Zealand Transport Agency

subsidies and buildings and facilities assessed as being individually non-critical, as these are unlikely to be replaced in their present form if destroyed. The non-critical assets included the Swimming Pool Complex, Town Hall, Concert Chamber, Library/Museum, District Office, Tarawera Park Amenity Building, Ron Hardie Recreation Centre, Council Depot and pensioner housing.

Council has again confirmed this decision. Council believes the reasons for the policy remain unchanged and that the policy is appropriate for the Kawerau District. The non-critical assets remain non-critical. Because of excess capacity the level of utilisation in many cases is significantly below total availability. Replacement could be by rented accommodation, by third party contribution or funded by way of loans.

The advantage of not funding depreciation on non-critical buildings is that the community is not funding depreciation on assets that are unlikely to be replaced with buildings of equivalent value. The benefits of not funding the portion of depreciation where Council expects Land Transport NZ subsidies on asset renewals, is that ratepayers are not funding depreciation that it believes is unlikely to be required in the future. There is a risk that the subsidy rate could decrease below the rate identified in this Plan, however Council believes that the risk is low and that it could look at alternative funding options such as rating and loans if this were to occur.

# Rates Charges

## Rates for 2015/15

2014/15	Rates (includes GST)	2015/16
\$	General Rates	\$
450.00	Uniform Annual General Charge	600.00
	(Charged per separately used or inhabited part of a rating unit)	
.009478	Residential Rates (per dollar of capital value)	.008700
.019755	Commercial/Industrial Rates (per dollar of capital value)	.020616
	<b>Targeted Rates</b>	
66.95	Water Rate (per connected property)	72.63
198.07	Wastewater Rate (per connected property)	170.06
156.70	Refuse Collection (per serviced property) 60L bin	150.73
216.70	Refuse Collection (per serviced property) 120L bin	210.73
0.151	Water by meter (per m <sup>3</sup> )	0.164
3,280	<b>Residential Rate Cap</b>	3,380
	<b>Capital Value</b>	
283,564,600	Residential Capital Value	283,667,600
235,033,000	Commercial/Industrial Capital Value	236,093,000
<b>\$518,597,600</b>	<b>Total Capital Value</b>	<b>\$519,760,600</b>

The impact of the changes in capital value and the percentage rates increase are shown for some example properties in the following tables:

## Residential

Capital Value	Rates 2014/15	Rates 2015/16	Increase	Cost per Week 2014/15	Cost per Week 2015/16
\$	\$	\$	%	\$	\$
17,000	1,033	1,141	10.5	20	22
65,000	1,488	1,559	4.8	29	30
91,000	1,734	1,785	2.9	33	34
105,000	1,867	1,907	2.1	36	37
130,000	2,104	2,124	1.0	40	41
160,000	2,388	2,385	-0.1	46	46
180,000	2,578	2,559	-0.7	50	49
200,000	2,767	2,733	-1.2	53	53
220,000	2,957	2,907	-1.7	57	56
240,000	3,147	3,081	-2.1	61	59

## Commercial

Capital Value	Rates 2014/15	Rates 2015/16	Increase	Cost per Week 2014/15	Cost per Week 2015/16
\$	\$	\$	%	\$	\$
140,000	3,481	3,729	7.1	67	72
305,000	6,740	7,131	5.8	130	137
700,000	14,544	15,274	5.0	280	294
1,445,000	29,261	30,633	4.7	563	589
30,600,000	342,477	357,499	4.4	6,586	6,875
29,500,000	583,488	609,015	4.4	11,221	11,712
110,000,000	2,173,765	2,268,603	4.4	41,803	43,627

## How much will my Rates be for 2015/16?

### Rates Calculator

---

Write your Capital Value here (a)  
(available from your rates invoice or  
by going to [www.kaweraudc.govt.nz](http://www.kaweraudc.govt.nz)  
and accessing 'Your Property') .....

---

Uniform Annual General Charge (b) 600.00

---

Rating factor from Rates and Service (c)  
Fees table (Residential or  
Commercial) .....

---

Multiply the annual value by the (d)=(a)x(c)  
rating factor .....

---

Water Supply Rate (e) .....

---

Wastewater Disposal Rate (f) .....

---

Annual Refuse Collection Rate (small (g)  
or large) .....

---

Add all the different rate types (h)=(b)+(d)+(e)+(f)+(g)  
together (this is the total projected  
rates for your property) **TOTAL \$** .....

NB: If your property has separately used parts you will need to add additional UAGC (b), Water supply (e), Wastewater (f) and Refuse Collection (g) charges for each separately used part.

## Rates and Service Fees

	(\$)
Residential (c)	<b>.008700</b>
Commercial (c)	<b>.020616</b>
Water Supply Rate (e)	<b>72.63</b>
Wastewater Disposal Rate (f)	<b>170.06</b>
Refuse Collection Rate (small) (g)	<b>150.73</b>
Refuse Collection Rate (large) (g)	<b>210.73</b>





# WHO WE ARE





# The District of Kawerau

## About our District

Kawerau lies in the Eastern Bay of Plenty region, 100 kilometres southeast of Tauranga and 58 kilometres east of Rotorua. An enclave of 22 square kilometres within the Whakatane District, the Kawerau District is comprised mainly of urban, industrial and commercial land, with only a small area of rural land.

Kawerau's natural resources include the Kawerau Geothermal Field, the Tarawera River and natural springs which produce an abundant supply of good quality water. Kawerau's geology is the result of the Mount Tarawera eruption. Soils in the District are ash/pumice, highly porous and able to be compacted with work. The District topography is generally flat to rolling.

Kawerau enjoys hot summers and mild winters. In summer the daily maximum temperature averages 23.7 degrees Celsius and on some days can reach more than 30 degrees Celsius, often the hottest temperature in New Zealand.

The 2013 Census recorded 6,363 people usually resident in the Kawerau District, a decline of over eight percent since the 2006 Census. Kawerau is 64<sup>th</sup> in size out of the 67 territorial authority areas in New Zealand. It has 2,385 occupied dwellings and 306 unoccupied dwellings. Kawerau has a significant population of Māori people and higher than average populations of people aged over 70 and people in the 20 – 24 year old age group.

Kawerau is situated in the heart of New Zealand's principal forestry region and is a well-established wood processing centre supported by an engineering and maintenance service industry. Local industry has access to geothermal energy. The Kawerau Geothermal Field is one of the largest of its kind in the world and can substantially increase electricity production and support commercial opportunities which require a consistent direct heat facility.

The Kawerau area is thought to have been first settled by Māori people soon after the first waka migration from Hawaiki in 1350AD. The original inhabitants were known as Te-Tini-O-Kawerau tribe. The rangatira Tuwharetoa was born in the area and the early people of Kawerau formed the Tuwharetoa tribe. Over time the rohe of Tuwharetoa was defined with the Tarawera River to the east and Matata as the seaboard. The territory extended along the coast to Otamarakau and then roughly to the south east, skirting Lake Rotoma, to where the town of Kawerau now stands.

The town of Kawerau originated from the decision in 1951 by the government and the Fletcher group to form the Tasman Pulp & Paper Company Limited as a joint venture. An integrated pulp and paper mill was built at Onepu, near the Tarawera River and a town of 3500 people was planned nearby. By October 1953 the first house was completed. The name 'Kawerau' was chosen for the new town as the result of a competition. The Kawerau Borough was officially created on 31 March 1954 by Order in Council.



# About the Council



## Council Structure

### ***Council***

The Council is comprised of a Mayor and eight Councillors. Council is responsible for making decisions about the overarching objectives, strategies and policies which determine the day to day running Council's operations. Council meets monthly, usually on the last Tuesday of the month.

### ***Regulatory and Services Committee***

Council has a Regulatory and Services standing committee, to which all Elected Members belong.

The Committee has the delegated responsibility for decisions about Council's services and regulatory functions. It meets monthly, usually on the Tuesday two weeks before the Council meeting.

### ***Audit and Risk Committee***

Council established an Audit and Risk Committee in 2015 to assist with the prudent management of its revenues, expenses, assets, liabilities and general financial dealings. The Committee comprises the Mayor, three Councillors and an external appointee. It meets every three months.



## Functions of Council

Making Bylaws	Funding and Financial Policies
Setting Policy	Property Sale and Acquisition
Long Term Plan	Rating
Annual Planning and Reporting	Democracy
Consultation and Community Engagement	Governance
Relationship with Māori	Strategic Issues
Community Outcomes	Audit

## Functions of Regulatory and Services Committee

REGULATORY		SERVICES	
Resource Management <ul style="list-style-type: none"> <li>• District Plan</li> <li>• Submissions on Regional Plans</li> <li>• Resource Consents</li> <li>• Subdivisions</li> </ul>		Swimming Pools	Economic Development
		Parks and Reserves	Public Library
		Cemetery	Museum
		Roading	Public Halls and Facilities
		Footpaths	Leases
Public Health	Bylaws	Water Supply	Facility Rentals
Building	Dog Control	Stormwater	Asset Management
Plumbing	Noise Control	Wastewater	Investments
Drainage	Stock Control	Refuse and Recycling	Loans
Sale of Liquor	Civil Defence	Plant and Equipment	Accounting
Gambling Venues		Public Toilets	Grants

## Functions of Audit and Risk Committee

Ensure the independence and effectiveness of Council's internal audit process
Monitor Council's internal and external audit processes
Monitor existing corporate policies and recommend new policies to prevent questionable, unethical or illegal activities
Provide a communication link between management, internal/external auditors and Council
Support measures to improve management performance and internal controls
Support the professional independence, effectiveness and accountability of Council's Risk Management Framework.



## Elected Members of Council



Mayor M J (Malcolm) Campbell, JP  
323 7772 (residential)  
027 457 6122  
[Mayor@kaweraudc.govt.nz](mailto:Mayor@kaweraudc.govt.nz)



Cr W (Warwick) Godfery  
323 7771 (residential)  
[warwickgodfery@mannasupport.co.nz](mailto:warwickgodfery@mannasupport.co.nz)



Cr A J (Alistair) Holmes  
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021 208 0346  
[semi-retired@clear.net.nz](mailto:semi-retired@clear.net.nz)



Cr C J (Carolyn) Ion  
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027 415 6458  
[ion.family@xtra.co.nz](mailto:ion.family@xtra.co.nz)



Cr B J (Berice) Julian  
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[berice@xtra.co.nz](mailto:berice@xtra.co.nz)



Cr C B (Chris) Marjoribanks  
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021 223 3761  
[chris@tuwharetoa.org.nz](mailto:chris@tuwharetoa.org.nz)



Cr R G K (Rex) Savage  
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Cr S H (Stephen) Tuhoro  
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022 320 8840  
[faylene@mannasupport.co.nz](mailto:faylene@mannasupport.co.nz)

## Operational Structure

### *Leadership Team*



Russell George  
**Chief Executive Officer**

07 306 9009  
[russell.george@kaweraudc.govt.nz](mailto:russell.george@kaweraudc.govt.nz)



Tom McDowall  
**Manager**  
**Operations & Services**

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Peter Christophers  
**Manager**  
**Finance & Corporate Services**

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Chris Jensen  
**Manager**  
**Regulatory & Planning**

07 306 9009  
[chris.jensen@kaweraudc.govt.nz](mailto:chris.jensen@kaweraudc.govt.nz)

## Departmental Structure





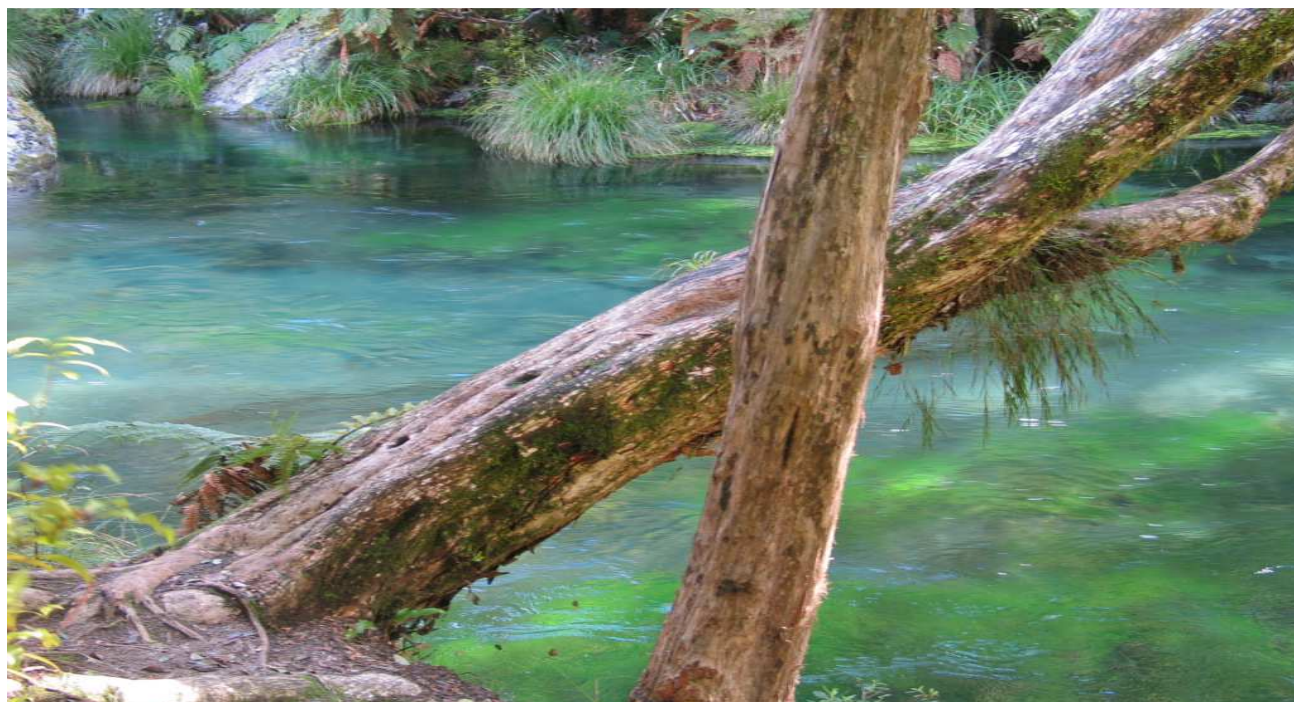
# PLANNING AND DECISION MAKING







# Strategic Framework



## Council's Vision

"To be the best Council in New Zealand"

## Mission Statement

1. To represent the interests and aspirations of the Kawerau Community, within and beyond the District.
2. To promote the social, economic, environmental and cultural wellbeing of the Kawerau Community.
3. To continue to provide an industrial base within the District for established industries and their supporting businesses.
4. To promote the advantages of Kawerau in order to grow the District population and to further encourage industrial investment and development.
5. To ensure that the independence of the District is maintained.

## Statement of Principles

To achieve its mission, Council will:

1. Provide services, facilities and infrastructure that can support a high quality of life in Kawerau.
2. Engender an attitude of cost effectiveness, customer service and Community responsiveness.
3. Engage with all sectors of the Community to determine their needs and priorities.
4. Maintain a fair system of rating to ensure that Council services are sustainable and satisfy Community needs.
5. Inform and seek feedback from the Community about Council's current and planned activities.
6. Work cooperatively with government agencies, territorial authorities, and other stakeholders to maintain or improve Council services.
7. Maintain relationships with industry and business groups represented in the District.
8. Promote the District to attract development.

# Community Outcomes

Community outcomes are the outcomes that a local authority aims to achieve in meeting the current and future needs of its communities for good quality local infrastructure, local public services, and performance of regulatory functions. In this context, 'good quality' means efficient, effective and appropriate to present and anticipated future circumstances.

As part of making this plan, Council conducted a process to identify the outcomes it aims to achieve for the people of Kawerau. In essence community outcomes answer the question, "Why are we here?"

The new outcomes reflect the activities and the levels of service that Council delivers and plans to deliver, to promote the social, economic, environmental and cultural wellbeing of the Kawerau community.

<b>L</b>	<b>eadership</b> Council advocates within and beyond the district and governs for community needs and interests.
<b>E</b>	<b>quity</b> Council embraces involvement from all sectors of the community in its democracy and decision making.
<b>A</b>	<b>ctivity</b> Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.
<b>D</b>	<b>evelopment</b> Council works in partnership to attract people to visit, live and do business in Kawerau and to enhance economic and employment opportunities for our community.
<b>R</b>	<b>egulation</b> Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.
<b>E</b>	<b>nvironment</b> Council sustainably manages Kawerau's environment through its stewardship, planning and consents.
<b>S</b>	<b>ervices</b> Council infrastructure and services are accessible, age-friendly, effective, efficient and affordable, now and for the future.

# Summary of Significance and Engagement Policy

## Policy Objectives

The objectives of this policy are to:

- Enable Council and its communities to identify the degree of significance attached to particular issues, proposals, decisions, matters, assets and activities (matters);
- Inform Council from the beginning of a decision-making process about the level and form of engagement required; and
- Provide clarity about how and when communities can expect to be engaged in decisions made by Council.

## Principles

Council's approach to engagement is underpinned by the following principles:

- Council needs to engage with communities and interested parties to understand their views and preferences.
- In general, the more significant a matter, the greater the need for engagement.

## Policy Statement

1. Council will use the Local Government Act special consultative procedure as required by statute.
2. For all other matters, Council will assess the degree of significance and determine the level and form of engagement on a case by case basis.
3. Council will use an Engagement Guide based on the International Association for Public Participation spectrum of public participation to determine what level and form of engagement it will use.
4. Council will make decisions in relation to matters only after significance and the level and form of engagement have been determined.

5. The criteria to determine significance and engagement are:

- The level of financial commitment or impact involved
- Whether, and the extent to which, the matter affects the level of service of a Council Activity
- Whether the matter relates to a strategic asset as identified in this Policy
- Whether the matter will affect a large proportion of the community
- The likely impact on present and future community wellbeing, recognising Māori cultural values and the relationship of Māori to land and water
- Whether community interest is high
- Whether the likely consequences are controversial
- Whether community views, including preferences about the form of engagement, are already known
- The form of engagement used in the past for similar matters

6. A matter affected by a number of the above criteria is likely to have a higher degree of significance and therefore a greater need for community engagement.
7. Council will apply a consistent and transparent approach to engagement.

## Strategic Assets

The assets considered by the Council to be strategic assets are:

- The roading network
- The stormwater network
- The water supply system as a whole
- The wastewater treatment and disposal system as a whole.

The full policy is available on Council's website: <http://www.kaweraudc.govt.nz>

# Working with Others

Council is committed to listening to and working with others toward providing effective, sustainable activities and services to progress Community wellbeing.

Council has established formal structures to facilitate regular input and dialogue with key sectors of the Community. Among these are the organisations listed below.

## K-Oper-8

Established in 2006, this group is chaired by the Mayor and meets at least once each month to discuss and find practical local solutions to social and youth-related issues. Membership includes Tuwharetoa ki Kawerau Health, Education and Social Services, Work and Income, the Ministry of Social Development Youth Trials pilot programme, New Zealand Police, Grey Power, the Kawerau Principals Association, Te Wānanga o Aotearoa, the Kawerau Youth Council and two community representatives.

## Kawerau Youth Council

The Kawerau Youth Council was established in 2008 with the objective of creating self-confident youth leaders who will go on to mentor successive generations. The Youth Council meets monthly and is involved in activities such as organising youth events and competitions. Members are selected annually at the beginning of the school year from among young people aged between 8 and 24 years. Council appoints two of its members as mentors to the Youth Council and engages with the group over matters concerning young people.

## Kawerau Seniors Forum

A review of Council's Positive Ageing Strategy in 2011/12 led to the establishment of a forum for people in the community aged 65 and older. The Seniors Forum has adopted as its purpose "To work with and between Council and the older Community to facilitate solutions to relevant issues". The Seniors Forum is a conduit for two way communication and engagement with older people about Council policies and plans.

Council also has collaborative relationships and works in partnership with groups and organisations focused on economic development in the Kawerau District. These are described below.

## Toi EDA

Kawerau, Opotiki and Whakatane District Councils, along with the Mataatua Iwi Forum are joint settlers of Toi EDA, the economic development agency for the Eastern Bay of Plenty. A description of the organisation is contained in the section on Council Controlled Organisations in this plan.

## Industrial Symbiosis Kawerau

The ISK project began in 2011 with the purpose of creating shared opportunities for local industrial development through the smart and sustainable use of Kawerau's resources. Council sits on the steering group and provides a project coordinator to the group. Further information on ISK can be found at: <http://www.embracechange.co.nz>

Other local and central government organisations that Council works with to improve service delivery and foster wellbeing for the Kawerau Community are outlined on this page.

## Collaboration Bay of Plenty

Collaboration Bay of Plenty (COBoP) is a network of all Bay of Plenty local authorities and 26 central government agencies working in the Bay of Plenty. Initially started in 2005, the participating agencies work together to:

- Foster active and ongoing relationships
- Share and communicate information
- Proactively seize opportunities and add value
- Promote thought and incubate ideas
- Connect up and remove barriers
- Use its collective influence.

## Triennial Agreement

After each local body election the local authorities in each region enter into an



agreement for communication and coordination over the coming three year period. The purpose of the agreements is to promote coordination of responsibilities and collaboration of services. The Bay of Plenty Triennial Agreement is between the BOP Regional Council, Kawerau District Council, Opotiki District Council, Rotorua District Council, Taupo District Council, Tauranga City Council, Western Bay of Plenty District Council, and Whakatane District Council.

The 2013-2016 agreement identifies specific areas of collaboration. These include:

- regional economic development;
- urban growth management and spatial planning;
- infrastructure planning and development;
- energy generation, distribution and conservation;
- information services, information technology and rating;
- finance and human resources;
- planning including preparation, change and review of the Regional Policy Statement and district plans;
- waste minimisation;

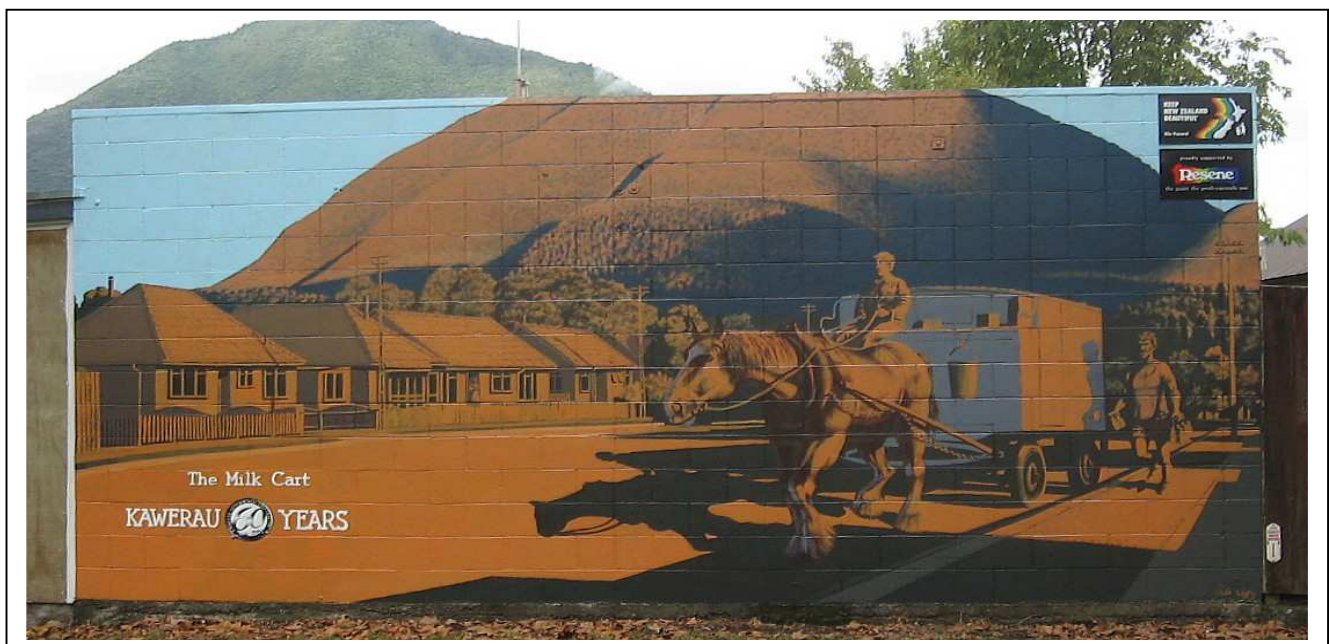
- staff secondment and knowledge transfer; and
- procurement of services, infrastructure and plant/materials.

To view the agreement, visit the BOP Regional Council website:

<http://www.boprc.govt.nz/media/367987/2014-04-11-bay-of-plenty-triennial-agreement-for-the-2013-2016-trienn.pdf>

## Bay of Plenty Local Authority Shared Services Ltd

BOPLASS Ltd is a company owned by the Bay of Plenty local authorities and the Gisborne District Council. Established in 2007, it promotes shared services between local authorities in those regions and elsewhere. BOPLASS aims to improve levels of service, reduce cost, improve efficiency and/or increase value for local authorities and their stakeholders. It does this primarily through joint procurement and shared services. Further information is contained in the section on Council Controlled Organisations in this Plan.



# Māori Contribution to Council Decision-Making

Council undertakes a range of activities to establish and maintain processes to provide opportunities for Māori to contribute to Council decision-making.

Council acknowledges Ngati Tuwharetoa ki Kawerau as tangata whenua of Kawerau. The iwi governance structure consists of three entities: a Treaty of Waitangi claims settlement trust, a combined marae committee and a hauora. Council recognises all three organisations as consultation partners. Consultation partners are groups that represent and reflect the key interests or constituencies within the Kawerau Community. Council may seek pre-consultation or early engagement with consultation partners to hear their views about matters under consideration before developing proposals for wider consultation. Such meetings have been sought with the local iwi in relation to high level strategic plans such as Annual Plans and Long Term Plans.

Ngati Tuwharetoa ki Kawerau is also able to be involved in Council decision-making through representation of the hauora on K-Oper8 and the Social Sector Trials steering group chaired by the Mayor.

Council has recently also established an Iwi Liaison Committee, to which the iwi appoints two of its Kaumatua.

Over recent years Council has worked on a variety of projects with Ngāti Awa, which has a historical tribal interest and owns some land in the District. It now recognises Te Rūnanga o Ngāti Awa as a consultation partner. A significant proportion of Kawerau's Māori residents are from other iwi. Council enables those people to contribute to its decision-making as Māori by engaging with the committee of Rautahi Marae, an urban marae in the District. The marae committee is another of Council's consultation partners.

Statistics from the 2013 Census show that 62 percent of the people who live in Kawerau are Māori. To recognise this significant level of representation, Council increasingly includes Māori people and protocols as part of its mainstream decision-making. This is particularly the case among Kawerau's young people, who can contribute to Council decision-making through a Youth Council.







# COUNCIL ACTIVITIES





# Council's Activity Structure

The services that Council provides are organised into what are known as 'Groups of Activities'. The introduction of mandatory activity groups into the Local Government Act increased the number of Activity Groups provided by Council from seven to nine. These are shown below.

Activity Group	Activities
1: Democracy	- Democracy
2: Economic and Community Development	- Economic Development - Events Management - Grants and Funding - Information Centre - Youth Development - Community Development - Pensioner Housing - Commercial Rental Buildings
3: Environmental Services	- Resource Management - Building Control - Environmental Health - Dog Registration and Control - Civil Defence Emergency Management
4: Roothing	- Roads and Footpaths
5: Stormwater	- Stormwater Drainage and Flood Protection and Control Works
6: Water Supply	- Water Supply
7: Wastewater	- Sewerage and Sewage Treatment and Disposal
8: Solid Waste	- Refuse Collection and Disposal - Recycling (Zero Waste)
9: Leisure and Recreation	- Public Library - Museum - Swimming Pools - Public Halls and Facilities - Parks and Reserves

# Promoting Community Wellbeing

The contribution of Council's Activities toward achieving the Community Outcomes and promoting the well-being of the Kawerau Community is set out below.

Activity Group	Community Outcome	Well-being
Democracy	Leadership Council advocates within and beyond the district and governs for community needs and interests.	Social
Democracy	Equity Council embraces involvement from all sectors of the community in its democracy and decision making.	Social
Economic and Community Development Leisure and Recreation	Activity Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.	Social, Cultural
Economic and Community Development	Development Council works in partnership to attract people to visit, live and do business in Kawerau and to enhance economic and employment opportunities for our Community.	Economic
Leisure and Recreation Environmental Services	Environment Council sustainably manages Kawerau's environment through its stewardship, planning and consents.	Environmental
Environmental Services	Regulation Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	Environmental, Social
Environmental Services Rooding Stormwater Water Supply Wastewater Solid Waste	Services Council infrastructure and services are accessible, age-friendly, effective, efficient and affordable, now and for the future.	Environmental, Economic

From the following page, each Council Activity Group is discussed with reference to the framework set out below:

Heading	Content
What we do	A description of each of the activities that make up the group of activities.
Rationale for Delivery	Why Council delivers the group of activities. Council's aims for the group, any legislative requirements, and the community outcomes to which it principally contributes.
Programme of Work	An overview of any major work planned for the next 10 years.
Significant Negative Effects	Any negative effects that could be caused as a result of providing the Activity
Assessment of Water and Sanitary Services (if applicable)	Any significant variations between the Assessment and the proposals in this Plan
Waste Management and Minimisation Plan (if applicable)	Any significant variations between that Plan and the proposals in the Long Term Plan
Statement of Intended Service Provision	For each activity a table sets out the following: Levels of Service:- The outputs that Council expects to be generated by the activity Performance Measures: - The means used to measure whether the levels of service are being delivered. Performance Targets:- The desired levels of performance against the performance measures.
Funding Impact Statement	The sources of funding to be used by Council, the amount of funds expected to be produced from each source; and how the funds are to be applied.
Breakdown of Capital Expenditure (if applicable)	Any budgeted and forecast capital expenditure for the period of the Plan.
Other information	Where information is required in addition to that outlined above.

# Activity Group 1: Democracy

## What we do

Democracy is the political arm of Council. It involves the Mayor and Councillors making decisions to promote the social, economic, environmental, and cultural well-being of the Kawerau community both in the present and for the future.

The Mayor and Councillors are elected every three years by a postal vote of registered electors in the District.

Council has the following Committees:

- Regulatory and Services Committee
- Audit and Risk Committee
- Iwi Liaison Committee

## Rationale for Delivery

The aim of the Democracy activity is to represent the Kawerau District by making decisions and advocating on behalf of the needs and interests of the community. The objectives of the activity are to conduct Council affairs in a democratic and representative manner and to provide the community with quality democracy and representation.

## Programme of Work

The major activities in Council's programme of work will include:

- Representation Arrangements Review in 2015.
- Triennial Elections: Mayor and Councillors (2016, 2019 and 2022.)
- Community satisfaction surveys (three-yearly NRB Communitrak surveys (2017, 2020 and 2023)
- Production of Long Term Plans in 2018, 2021 and 2024 and Annual Plans in all other years of this Plan
- Ongoing support for the Mayor's Taskforce for Jobs.

## Significant Negative Effects

The Democracy activity involves balancing the needs and wants of many community members to help achieve community wellbeing for the District overall. Some Council decisions made for the wider public good might at times have a negative effect on particular individuals or groups.





## Statement of Intended Service Provision: Democracy

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<p>Council advocates within and beyond the district and governs for community needs and interests.</p> <p>Council embraces involvement from all sectors of the community in its democracy and decision making.</p>	<b>Quality Indicators</b>							
	The community has confidence in their Elected Members	Community satisfaction with Mayor and Councillors	87%	Not applicable	85% <sup>2</sup>	Not applicable	85%	Three yearly NRB Communitrak Survey
	Council encourages the community to contribute to Council decision-making and informs the Community about key issues and activities.	Community satisfaction with Council consultation	67%	Not applicable	71% <sup>2</sup>	Not applicable	71%	
	Financial management is prudent, effective and efficient	Community satisfaction with the Way Rates are Spent	86%	Not applicable	89% <sup>2</sup>	Not applicable	89%	
		Percentage completion of the annual work programme	New Measure	>90%	>90%	>90%	>90%	Council records
	<b>Quantity Indicators</b>							
	Council provides quality democracy and representation to the community.	Number of public meetings held (Committee and Ordinary Council).	11 Ordinary Council and 10 Committee meetings	At least 20 meetings	At least 20 meetings	At least 20 meetings	At least 20 meetings p.a.	Council records
	Council informs the community about key issues and activities.	Public notification of meetings	100%	100%	100%	100%	100%	Council records
		Number of newsletters.	11	At least 11	At least 11	At least 11	At least 11 p.a.	Council records
	<b>Responsiveness Indicators</b>							
	Council encourages the community to contribute to Council decision-making	Provision of a public forum at public Council and Committee meetings	Every meeting	Every meeting	Every meeting	Every meeting	Every meeting	Council records

<sup>2</sup> Average of 2009, 2011 and 2014 Survey Results

## Funding Impact Statement: Democracy

	Annual Plan 2014-15 \$	Forecast 2015-16 \$	Forecast 2016-17 \$	Forecast 2017-18 \$	Forecast 2018-19 \$	Forecast 2019-20 \$	Forecast 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$	Forecast 2024-25 \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	546,350	569,990	630,260	594,170	601,900	670,060	636,820	648,750	718,890	689,750	703,190
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
<b>Internal charges and overheads recovered</b>	2,580	3,030	3,700	4,390	5,100	5,860	6,620	7,420	8,260	9,110	10,010
Local authorities fuel tax, fines, infringement fees, and other receipts		0	15,960	0	0	17,310	0	0	18,990	0	0
<b>Total Operating Funding (A)</b>	<b>548,930</b>	<b>573,020</b>	<b>649,920</b>	<b>598,560</b>	<b>607,000</b>	<b>693,230</b>	<b>643,440</b>	<b>656,170</b>	<b>746,140</b>	<b>698,860</b>	<b>713,200</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	327,020	340,640	396,200	354,740	362,690	422,290	380,370	390,150	454,350	411,810	423,820
Finance Costs	1,620	2,200	2,340	2,430	2,490	2,540	2,580	2,620	2,670	2,690	2,730
<b>Internal charges and overheads applied</b>	199,240	211,210	231,780	222,090	220,720	246,740	239,060	239,930	265,080	260,460	260,210
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>527,880</b>	<b>554,050</b>	<b>630,320</b>	<b>579,260</b>	<b>585,900</b>	<b>671,570</b>	<b>622,010</b>	<b>632,700</b>	<b>722,100</b>	<b>674,960</b>	<b>686,760</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>21,050</b>	<b>18,970</b>	<b>19,600</b>	<b>19,300</b>	<b>21,100</b>	<b>21,660</b>	<b>21,430</b>	<b>23,470</b>	<b>24,040</b>	<b>23,900</b>	<b>26,440</b>

## Funding Impact Statement: Democracy (continued)

	Annual Plan 2014-15 \$	Forecast 2015-16 \$	Forecast 2016-17 \$	Forecast 2017-18 \$	Forecast 2018-19 \$	Forecast 2019-20 \$	Forecast 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$	Forecast 2024-25 \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	21,050	18,970	19,600	19,300	21,100	21,660	21,430	23,470	24,040	23,900	26,440
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>21,050</b>	<b>18,970</b>	<b>19,600</b>	<b>19,300</b>	<b>21,100</b>	<b>21,660</b>	<b>21,430</b>	<b>23,470</b>	<b>24,040</b>	<b>23,900</b>	<b>26,440</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(21,050)</b>	<b>(18,970)</b>	<b>(19,600)</b>	<b>(19,300)</b>	<b>(21,100)</b>	<b>(21,660)</b>	<b>(21,430)</b>	<b>(23,470)</b>	<b>(24,040)</b>	<b>(23,900)</b>	<b>(26,440)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Activity Group 2: Economic and Community Development

## What We Do

This Economic and Community Development group of activities includes the delivery of:

- Economic Development
- Events Management
- Grants and Funding
- Information Centre
- Youth Development
- Community Development
- Pensioner Housing
- Commercial Rental Buildings

### ***Economic Development***

Council is involved in economic development activity at regional and sub-regional levels, and also takes a leadership role in local economic development initiatives. Council works closely with the Opotiki and Whakatane District Councils and the BOP Regional Council as an active member of the Eastern BOP economic development agency, Toi EDA.

Council is also a primary driver of the Industrial Symbiosis Kawerau (ISK) project, which is based on the principles of creating shared opportunities through the smart and sustainable use of resources and waste streams. The project aims to stimulate external investment interests; demonstrate the benefits of the Kawerau District to regional, national and global audiences; increase the prosperity and resilience of the Community and provide an efficient, sustainable platform for industries looking to lower their carbon footprint.

### ***Events Management***

Council supports a diverse range of events in the District and provides a strategic framework to meet future needs and demands. The purpose of Council's involvement in events management is to take advantage of and showcase the natural resources of the District and to build the capability and capacity of community volunteers.

### ***Grants and Funding***

Council administers various grants which help achieve its desired community outcomes by:

- Supporting community organisations to help maintain community services
- Assisting event organisers to organise new and innovative community-run events, and
- Funding small business entrepreneurs to conduct feasibility studies of proposed new business ventures in the District.

Council also administers the Creative Communities Scheme, which is funded by Creative New Zealand. The purpose of the Scheme is to increase participation in arts and increase the range and diversity of arts available to communities.

### ***Information Centre***

The Information Centre provides services to residents and visitors ranging from tourism information, event information, internet access, travel bookings and forest permits and information. The Centre also maintains the town centre public toilets.

### ***Youth Development***

Council's youth development activities include supporting Kawerau Youth Council activities (operated with funding from the Ministry of Youth Development) and selecting recipients and presenting Young Achievers Awards and providing school holiday activities.



### **Community Development**

Council is involved in several Community Development initiatives as discussed below:

**Neighbourhoods of Healthy Homes** This programme is managed by Council and funded by Bay Trust and the Eastern Bay Energy Trust. Every household in the programme is offered energy and maintenance checks and advice about energy savings and maintenance. The Team ensures householders take advantage of a government insulation programme and carries out electrical inspections where required. Council is exploring options to extend the duration of the programme.

**Café Conversations** A group that grew out of two community workshops held with Peter Kenyon (Bank of Ideas Institute for Asset Based Community Development) in 2012. The workshops identified three primary aims for Kawerau: Being one community, Revitalising small business, and Developing Kawerau as a tourist destination. The group meets to brainstorm ideas and forms project groups to develop and implement those ideas.

**Crime Prevention Strategy** Measures include funding Kawerau Neighbourhood Support, and supporting the Kawerau Community Patrol, a voluntary 'graffiti busting' group and supporting the Maori Wardens.

Council also provides support to other community organisations such as the Seniors Forum and Keep Kawerau Beautiful.

### **Pensioner Housing**

Council owns seven units in Waterhouse Street and 20 units in Porritt Drive. The units have been leased to the Kawerau Social Services (Mountain View Rest Home) Trust Board at a nominal rental since 2000 on a 20 year lease.

### **Commercial Rental Buildings**

The Information Centre (including Town Centre Toilets), and a small shop space in the Tarawera Mall are regarded as commercial rental buildings. The latter is used as a community office and can be booked by community groups at no charge.

### **Rationale for Delivery**

The Economic and Community Development group of activities has been primarily focused on promoting and encouraging industrial development, marketing the District as a desirable place to live and developing and extending event activity. It contributes mainly to the economic and social wellbeing of the Community. The specific aims of each activity are outlined below.

### **Economic Development**

To facilitate the development of Kawerau as a place which supports a diverse, resilient industry base capable of providing a wide range of job opportunities for people of all ages and skill levels.



### **Events Management**

To enhance public perceptions of Kawerau outside the District and to maintain and further develop cohesion and a strong sense of identity and pride within the community.

### **Grants and Funding**

To fund initiatives and ventures which contribute to community vibrancy and resilience.

### **Information Centre**

To deliver of a range of relevant services to visitors and the local community.

### **Youth Development**

To promote and celebrate youth achievement in our community to provide positive examples for other young people to follow.

### **Community Development**

To foster and further develop community identity, resilience and cohesion.

### **Pensioner Housing**

Council's pensioner housing has been leased to the Kawerau Social Services Trust Board since 2000 because this was considered a more effective and economically viable arrangement than Council managing them in-house.

## **Programme of Work**

### **Economic Development**

Council plans to:

- Develop a Tourism Growth Strategy as part of its Economic Development Strategy
- Continue active participation in Toi EDA
- Maintain a facilitation role in the Kawerau Industrial Symbiosis project

### **Events Management**

Council's strategy for Events Management is to consolidate existing events, increase Community ownership of events, increase volunteer involvement and capability, instigate systems to monitor and evaluate the benefits of events and to identify opportunities to enhance the overall programme of events.

Council has increased its funding commitment to the two Council-owned major events Woodfest and Kawerau Christmas in the Park to ensure these events continue to thrive.

### **Youth Development**

In 2015/16, the outcomes of a review of Council's Youth Strategy will be incorporated into a policy to guide future activity.

Subject to confirmation of Ministry of Youth Development funding, the Youth Council will facilitate a number of activities each year for the benefit of young people in the District.

Each year the appointment, induction and development programmes for the Youth Council will continue.

### **Community Development**

Council has three areas for strategic development in this Activity:

- A Community Development Strategy to guide Council's future community development activity
- An Accessible and Age-Friendly Kawerau Strategy to replace the 2012 Positive Ageing Strategy; and
- A Healthy Housing Strategy to improve the standard of Kawerau's housing.

### **Grants and Funding, and Information Centre**

Council regularly evaluates these activities against community needs and expectations and contracted outcomes. Service provision is adapted or modified where required. Council intends to continue to deliver current levels of service in the Pensioner Housing and Commercial Rental Buildings activities.

## **Significant Negative Effects**

Potential significant negative effects in this Activity Group would include:

- Inappropriate industrial development, which would impact on community wellbeing
- Government funding for youth development could raise community expectations that Council would continue to delivering the activity if the funding is withdrawn,
- A dependence on grants or funding can lead to local groups becoming less sustainable.



## Statement of Intended Service Provision

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>ECONOMIC AND COMMUNITY DEVELOPMENT</b>								
<p>Council works in partnership to attract people to visit, live and do business in Kawerau and to enhance economic and employment opportunities for our community.</p> <p>Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.</p>	<b>Quality Indicators</b>							
	Council is actively involved in the Eastern BOP Regional Economic Development Agency	Representation at Trustee meetings	Representation at 100% of Trustee meetings	Representation at 90% of Trustee meetings	Representation at 90% of Trustee meetings	Representation at 90% of Trustee meetings	Representation at 90% of Trustee meetings	ToiEDA minutes
	Council is actively involved in Industrial Symbiosis Kawerau	Allocation of resources to ISK	Achieved	0.6 FTE staff member allocated	0.6 FTE staff member allocated	0.6 FTE staff member allocated	0.6 FTE staff member allocated	Council records
	Council encourages positive perceptions of Kawerau by supporting local events.	At least 1 event <sup>3</sup> held per month from February to December.	New measure	At least 1 event held per month from February to December.	At least 1 event held per month from February to December.	At least 1 event held per month from February to December.	At least 1 event held per month from February to December.	Council records (events registered with Council)
	Council distributes funding for community projects and initiatives	Grants are allocated in accordance with fund criteria.	Achieved	100%	100%	100%	100%	Council records
	Delivery of Youth Activities as agreed with the Ministry of Youth Development	Percentage of agreed activities delivered.	New measure	100%	100%	100%	100%	Council records

<sup>3</sup> An 'event' is a public gathering of people for a distinctly defined celebratory, educational, commemorative or exhibition purpose. It occurs for a limited time and may be repeated on a cyclical basis (e.g. annually) but is not regularly scheduled (e.g. regular organised Saturday sport, a series of regular meetings, or ongoing gallery or commercial art exhibitions). Conferences are also considered to be events.

## Statement of Intended Service Provision (continued)

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<p>Council works in partnership to attract people to visit, live and do business in Kawerau and to enhance economic and employment opportunities for our community.</p> <p>Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.</p>	<b>Quantity Indicators</b>							
	Council contributes to the continuation of successful events	Council employs an Events Coordinator	Events Coordinator employed	1 FTE Events Coordinator employed	1 FTE Events Coordinator employed	1 FTE Events Coordinator employed	1 FTE Events Coordinator employed	Council records
	Council distributes funding for community projects and initiatives	Facilitation of Creative Communities Scheme in accordance with fund criteria.	2 funding rounds held and all available funds allocated	2 funding rounds held and all available funds allocated	2 funding rounds held and all available funds allocated	2 funding rounds held and all available funds allocated	2 funding rounds held and all available funds allocated	Council records
	Council provides a local information centre	Number of days open each year	Open for 364 days	At least 360 days	At least 360 days	At least 360 days	At least 360 days	Council and contractor records
	Council supports young people to develop skills and attitudes needed to take a positive part in society.	Youth Council in place	Annual appointments made	Annual appointments made	Annual appointments made	Annual appointments made	Annual appointments made	Council records
		Youth Council activity	9 meetings held	At least 9 meetings held	At least 9 meetings held	At least 9 meetings held	At least 9 meetings held	Council records
		Annual selection and presentation of Young Achievers Awards	Awards presented	Awards presented	Awards presented	Awards presented	Awards presented	Council records
	Council supports community development initiatives	Community Development Strategy which clearly defines action points	New measure	Strategy adopted by Council	Implementation of prioritised action points	Implementation of prioritised action points	Review of strategy and implementation of prioritised action points	Council records
		Age and Disability-Friendly and Healthy Housing Strategies developed	New measure	Strategies adopted	Implementation of prioritised action points	Implementation of prioritised action points	Review of Strategies and implementation of prioritised action points	Council records

## Funding Impact Statement: Economic and Community Development

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	628,800	648,890	666,600	685,660	695,260	715,300	740,190	754,630	776,320	808,190	825,790
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	116,750	17,840	18,020	18,220	18,430	18,660	18,910	19,170	19,460	19,770	20,100
Internal charges and overheads recovered	740	750	750	750	750	750	750	750	750	750	750
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>746,290</b>	<b>667,480</b>	<b>685,370</b>	<b>704,630</b>	<b>714,440</b>	<b>734,710</b>	<b>759,850</b>	<b>774,550</b>	<b>796,530</b>	<b>828,710</b>	<b>846,640</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	550,150	484,100	495,050	506,740	519,190	532,800	547,280	562,720	579,500	597,360	616,710
Finance Costs	2,220	2,160	2,060	1,780	1,500	1,200	900	590	270	0	0
Internal charges and overheads applied	183,660	170,900	177,700	185,480	182,420	189,280	200,110	198,770	204,240	218,650	216,140
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>736,030</b>	<b>657,160</b>	<b>674,810</b>	<b>694,000</b>	<b>703,110</b>	<b>723,280</b>	<b>748,290</b>	<b>762,080</b>	<b>784,010</b>	<b>816,010</b>	<b>832,850</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>10,260</b>	<b>10,320</b>	<b>10,560</b>	<b>10,630</b>	<b>11,330</b>	<b>11,430</b>	<b>11,560</b>	<b>12,470</b>	<b>12,520</b>	<b>12,700</b>	<b>13,790</b>

## Funding Impact Statement: Economic and Community Development

	<u>Annual Plan 2014- 15</u> \$	<u>Forecast 2015-16</u> \$	<u>Forecast 2016-17</u> \$	<u>Forecast 2017-18</u> \$	<u>Forecast 2018-19</u> \$	<u>Forecast 2019-20</u> \$	<u>Forecast 2020-21</u> \$	<u>Forecast 2021-22</u> \$	<u>Forecast 2022-23</u> \$	<u>Forecast 2023-24</u> \$	<u>Forecast 2024-25</u> \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	7,750	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	10,260	2,570	10,560	10,630	11,330	11,430	11,560	12,470	12,520	12,700	13,790
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>10,260</b>	<b>10,320</b>	<b>10,560</b>	<b>10,630</b>	<b>11,330</b>	<b>11,430</b>	<b>11,560</b>	<b>12,470</b>	<b>12,520</b>	<b>12,700</b>	<b>13,790</b>
<b>Surplus (deficit) of capital funding (C–D)</b>	<b>(10,260)</b>	<b>(10,320)</b>	<b>(10,560)</b>	<b>(10,630)</b>	<b>(11,330)</b>	<b>(11,430)</b>	<b>(11,560)</b>	<b>(12,470)</b>	<b>(12,520)</b>	<b>(12,700)</b>	<b>(13,790)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Activity Group 3: Environmental Services

## What We Do

The Environmental Services group of activities includes the delivery of:

- Resource Management Planning and Consent Services
- Building Control Services (including Building Consent Authority functions)
- Environmental Health Services (including Alcohol Regulation)
- Dog Registration and Control Services
- Civil Defence Emergency Management.

There is statutory direction for territorial authorities to carry out the functions included within these activities.

## Rationale for Delivery

### ***Resource Management Planning***

Council is required by the Resource Management Act 1991 (RMA) to implement objectives, policies, and methods to achieve integrated management of the effects of the use, development, or protection of land and associated natural and physical resources of the district. Council must also control any actual or potential effects of the use, development, or protection of land with reference to natural hazards, hazardous substances, contaminated land, indigenous bio-diversity, noise and the effects of activities on the surface of water (lakes, rivers).

Resource Management Planning principally involves providing advice and facilitating land use which is structured and logical. Implementation of Council's resource management functions relies on the District Plan, which identifies resource management issues and provides objectives, policies and rules to address them. This activity also involves Council monitoring to enable consistent review and reporting of the state of the environment and the suitability and effectiveness of the District Plan, and Council consultation and advocacy on regional and

national resource management issues and policies.

Resource Management Consents involves the processing of land use and subdivision consents under the RMA. It is primarily concerned with implementing the District Plan and sustainably managing the environment by balancing development opportunities against the need to ensure there are no long term adverse effects on the environment.

### ***Building Control***

Council is required by the Building Act 2004 to perform the functions of a building consent authority (BCA) within its district in relation to any application for a building consent and any building consent granted under that application.

A BCA issues building consents, inspects building work, issues notices to fix, issues code compliance certificates and issues compliance schedules. In order to perform BCA functions, Council must maintain accreditation and registration at all times.

Council (as distinct from its BCA functions) also:

- issues project information memoranda
- grants exemptions under Schedule 1 (work that does not require a building consent e.g. small carports)
- grants waivers and modifications of the building code
- issues certificates of acceptance
- issues and amends compliance schedules
- administers and enforces the provisions relating to annual building warrants of fitness
- decides the extent to which buildings must comply with the building code when they are altered or their use is changed or their specified intended life changes
- performs functions relating to dangerous, earthquake-prone, or insanitary buildings

## **Environmental Health**

Council has a duty under the Health Act 1956 to improve, promote, and protect public health within its district. Council is required to provide for the regular inspection of the district to ascertain any nuisances or any conditions likely to be injurious to health or offensive and to take steps to abate or remove anything identified. The Act also requires Council to enforce various regulations made under that legislation (e.g. hairdressers, notifiable and infectious diseases, camping grounds, food hygiene) and Council may make bylaws for the protection of public health.

*The Sale and Supply of Alcohol Act 2012* requires Council to deal with licensing matters for its district and establish one or more District Licensing Committees (DLCs) to make decisions on all licence applications and renewals and managers' certificate applications and renewals. DLCs are also responsible for enforcement relating to licence suspensions for non-compliance with public health or precaution requirements. Council's chief executive is the secretary of its licensing committees and must make provision for the administrative and support services including the appointment of a Licensing Inspector(s).

## **Dog Registration and Control**

Council is required by the Dog Control Act 1996 to perform various functions and duties set out in the Act. These are to:

- Keep a register of all registered dogs in the District .
- Appoint a dog control officer(s) (and may appoint dog rangers) to carry out the dog control functions.
- Have a dog pound and make provision for the proper custody, care and exercise of impounded dogs.
- Have a policy on dogs and give effect to the policy by making bylaws.

## **Civil Defence Emergency Management**

Council is required by the Civil Defence Emergency Management Act 2002 to plan and provide for civil defence emergency management within its district and ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.

Council is also required to be part of a Civil Defence Emergency Management Group for the Bay of Plenty Region along with the BOP Regional Council and the other territorial authorities in the region.

## **Programme of Work**

### **Resource Management Planning**

In 2015/16 the priority is to work with Bay of Plenty Regional Council and Opotiki and Whakatane District Councils to complete *Eastern Bay – Beyond Today*, the Eastern Bay of Plenty spatial plan. This work will then inform *Invest Bay of Plenty*, the regional spatial plan being collaboratively developed by the Bay of Plenty local authorities.

In 2016/17 a review of the District Plan will be undertaken to scope its continuing effectiveness and to ensure compliance with the National Environmental Standards and any legislative changes. Incremental changes to objectives, policies and rules will either be needed as a result or will be able to wait for a full review due in 2021/22. . The extent of proposed legislative changes for resource management planning will also influence thinking around the shape and direction of the District Plan.

### **Building Control**

Council's programme of work will focus on maintaining quality assurance systems so that accreditation reassessments are successful and BCA accreditation and registration are retained. A routine accreditation reassessment is scheduled for December 2015 followed by biennial assessments thereafter.



Council will continue to participate in the Lakes Coast regional cluster building group to optimise the delivery of building consent functions to the community.

### ***Environmental Health***

A major focus of work over the 2015/16 year will be managing the transition to the Food Act 2014 which comes fully into force on 1 March 2016. After this date food businesses will transition in groups to the new rules over a staggered three-year period before the current Food Hygiene Regulations are revoked.

Council will carry out policy and bylaw reviews as they become due.

### ***Civil Defence Emergency Management***

A new operational model for delivering CDEM in the Bay of Plenty became effective from 1 July 2015. The new model is intended to transform delivery across the region to central management with local delivery. It is intended to deliver significant benefits to the wider Bay of Plenty community and the constituent local authorities such as a closer focus on meeting community needs; delivering efficiency and strength in numbers by pooling resources; and utilising central management of de-centralised delivery to provide a single directional effort without losing focus on local delivery.

### ***Dog Registration and Control***

Activity will focus on the registration programme and maintaining the usual 24 hour, seven day a week response to complaints and incidents. Regular patrols for compliance monitoring will continue while education initiatives will be explored.

## **Significant Negative Effects**

### ***Resource Management***

Planning that does not reflect community expectations and Resource Management Act provisions could result in ad hoc, uncontrolled or unsustainable development. Not providing resource management services (particularly monitoring) from within the District could result in unconsented activities being undertaken. Both have the potential to cause negative effects on the social, economic and environmental wellbeing of this community.

### ***Building Control***

Not retaining accreditation could have the negative social and economic effect of forcing local people to travel outside the District for building advice and services. Not having local control over building activity could increase the risk of unconsented building work being undertaken.

### ***Dog Registration and Control***

Failing to meet legislative requirements or community expectations could create significant risks to community safety and hence social wellbeing from uncontrolled dogs in the District.

### ***Environmental Health***

Unclean and/or uncontrolled food, liquor, gambling or other registered or licensed premises would pose a significant risk to community health and safety and social and environmental wellbeing.

### ***Civil Defence Emergency Management***

Being unprepared to respond to an emergency would pose serious risk to human life.

## Statement of Intended Service Provision

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>RESOURCE MANAGEMENT</b>								
Council sustainably manages Kawerau's environment through its stewardship, planning and consents.	<b>Quantity Indicators</b>							
	Resource consents are processed in accordance with the District Plan and the Resource Management Act.	Monitoring of resource consents for compliance	New measure	100%	100%	100%	100%	Council consent records
	<b>Responsiveness Indicators</b>							
	Resource consent processes comply with statutory requirements	Resource consents are processed within the timeframes set out in the Resource Management Act 1991	100%	100%	100%	100%	100%	Council consent records
<b>BUILDING CONTROL</b>								
Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	<b>Quality Indicators</b>							
	Service users consider Council's Building Control Activity to be effective	Satisfaction survey of service users - building consents processes	100%	90%	90%	90%	90%	Targeted survey of service users
		Satisfaction survey of service users - building inspection processes	93%	90%	90%	90%	90%	Targeted survey of service users
	<b>Quantity Indicators</b>							
	Council provides in-house building consent, inspection and approval services	Bi-annual Building Consent Authority accreditation re-assessment	Accreditation and registration retained	Accreditation and registration retained	Accreditation and registration retained	Accreditation and registration retained	Accreditation and registration retained	Council records
	Relevant Kawerau buildings comply with Building Warrant of Fitness requirements.	Buildings audited for BWOFF requirements	36% (24/66)	35%	35%	35%	35%	Council records
		BWOFF renewals checked	100% (69/69)	100%	100%	100%	100%	Council records

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>RESOURCE MANAGEMENT</b>								
Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	Swimming pools comply with statutory requirements	Survey to identify swimming pools in the District	Survey completed in November 2013	Survey and all follow up action undertaken	Survey and all follow up action undertaken	Survey and all follow up action undertaken	Survey and all follow up action undertaken	Council records
		Inspection of fencing for compliance – newly notified/identified swimming pools	No new fences notified	100%	100%	100%	100%	Council records
		Inspection of fencing for compliance – existing registered swimming pools	36% (22/61)	35%	35%	35%	35%	Council records
	<b>Responsiveness Indicators</b>							
	Building control functions are delivered within statutory timeframes	Time taken to process building consent applications	100% within 20 working days (67/67)	100% within 20 working days	100% within 20 working days	100% within 20 working days	100% within 20 working days	Council records
		Time taken to process multi-proof building consent applications	There were no applications	100% within 10 working days	100% within 10 working days	100% within 10 working days	100% within 10 working days	Council records
		Time taken to issue project information memoranda (PIMs)	There were no PIMs issued	100% within 20 working days	100% within 20 working days	100% within 20 working days	100% within 20 working days	Council records
		Time taken to process code compliance certificate applications	100% within 20 working days (70/70)	100% within 20 working days	100% within 20 working days	100% within 20 working days	100% within 20 working days	Council records
		Time taken to notify compliance schedules	100%	100% within 5 working days	100% within 5 working days	100% within 5 working days	100% within 5 working days	Council records

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>ENVIRONMENTAL HEALTH</b>								
Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	<b>Quality Indicators</b>							
	Customers consider Council's Environmental Health Activity to be effective	Satisfaction of service users – Environmental health inspection processes	100%	90%	90%	90%	90%	Targeted survey of service users
	<b>Quantity Indicators</b>							
	Registered premises comply with statutory requirements	Inspection for compliance of food premises operating under the Food Hygiene Regulations 1974 – non-mobile	100% of food premises inspected at least twice.	100% twice-yearly	100% twice-yearly	100% twice-yearly	100% twice-yearly	Council records
		Inspection for compliance of food premises operating under the Food Hygiene Regulations 1974 – mobile	100% (6/6)	100% annually	100% annually	100% annually	100% annually	Council records
		Audit of food premises operating Food Control Plans under the voluntary implementation programme	100% (8/8)	100% annually	100% annually	100% annually	100% annually	Council records
		Inspection of registered premises for compliance with relevant standards	100% (4/4)	100% annually	100% annually	100% annually	100% annually	Council records

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>ENVIRONMENTAL HEALTH</b>								
Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	All premises licensed under the Sale and Supply of Liquor Act 2012 will be inspected to ensure they comply with the license conditions.	Inspection of licensed premises for compliance with license conditions.	New measure	100% annually	100% annually	100% annually	100% annually	Council records
	Council keeps public places free of litter	Weekday litter patrols	518 patrols	At least 480 weekday patrols	At least 480 weekday patrols	At least 480 weekday patrols	At least 480 weekday patrols	Council and contractor records
	<b>Responsiveness Indicators</b>							
	Council responds to service requests for environmental health conditions	Response to nuisance conditions and health risks	100% within 1 working day (22/22)	100% within 1 working day	100% within 1 working day	100% within 1 working day	100% within 1 working day	Council Request for Service Database
		Response to noise complaints	99.7% (589/591) attended within 30 minutes	80% within 20 minutes and 100% within 30 minutes <sup>4</sup>	80% within 20 minutes and 100% within 30 minutes	80% within 20 minutes and 100% within 30 minutes	80% within 20 minutes and 100% within 30 minutes	Council Request for Service Database
		Response to fire risk complaints	100% within 1 working day (6/6)	100% within 1 working day	100% within 1 working day	100% within 1 working day	100% within 1 working day	Council Request for Service Database
	Council keeps public places free of litter <sup>5</sup>	Removal of notified litter and abandoned cars	100% within 2 working days of notification/identification (15/15)	100% within 2 working days of notification/identification	100% within 2 working days of notification/identification	100% within 2 working days of notification/identification	100% within 2 working days of notification/identification	Council Request for Service Database

<sup>4</sup> The response to a service request received while the officer/contractor is responding to another callout may be delayed for up to 2 hours.

<sup>5</sup> In this context, 'litter' means illegally dumped rubbish, including fly tipping.



Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>DOG REGISTRATION AND CONTROL</b>								
Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	<b>Quality Indicators</b>							
	Council maintains community satisfaction levels for the Dog Control service	Community satisfaction with Dog Control Service	68%	Not applicable	75% <sup>6</sup>	Not applicable	75%	Three yearly NRB Communitrak Survey
	<b>Quantity Indicators</b>							
	The level of dog registration is maximised	Frequency of dog patrols	502 weekday and 356 after hours dog patrols	At least 480 weekday and 345 after hours dog patrols	At least 480 weekday and 345 after hours dog patrols	At least 480 weekday and 345 after hours dog patrols	At least 480 weekday and 345 after hours dog patrols	Council and contractor records
		Annual District survey to detect unregistered dogs	Survey completed in November 2013	All residential properties surveyed and follow up action undertaken	All residential properties surveyed and follow up action undertaken	All residential properties surveyed and follow up action undertaken	All residential properties surveyed and follow up action undertaken	Council records
		Number of dogs on Council's register of known dogs that are unregistered	All known dogs registered at 30 April	None as at 30 April <sup>7</sup>	None as at 30 April	None as at 30 April	None as at 30 April	Council records
	<b>Responsiveness Indicators</b>							
	Service requests about public nuisance and intimidation by uncontrolled dogs are actioned	Adherence to complaint response process to respond, investigate and record the complaint and advise complainant of progress or the outcome within 24 hours	99.1% (977/986) complaints dealt with in accordance with Council's process.	100% adherence	100% adherence	100% adherence	100% adherence	Council Request for Service Database

<sup>6</sup> Average of 2009, 2011 and 2014 Survey Results

<sup>7</sup> Date chosen to coincide with beginning of cycle for the ensuing year's registration programme.

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>CIVIL DEFENCE EMERGENCY MANAGEMENT</b>								
Council regulates, monitors and acts to protect public health and safety, to prevent harm and nuisance and to improve standards in Kawerau's home, commercial and public environments.	<b>Quality Indicators</b>							
	Council plans and provides for civil defence emergency management as required by the Civil Defence Emergency Management Act	Level of household planning and preparedness for a civil defence emergency	New measure	Not applicable	60%	Not applicable	65% 2019/20 70% 2022/23	Three yearly NRB Communitrak Survey
		Kawerau District Civil Defence Emergency Management Plans are current and reviewed every three years.	New measure	All plans reviewed within past 3 years	All plans reviewed within past 3 years	All plans reviewed within past 3 years	All plans reviewed within past 3 years	Council records
	<b>Quantity Indicators</b>							
	Council is ready to respond to a Civil Defence Emergency and able to function for as long as required during an emergency.	Emergency Operating Centre (EOC) is equipped and operational within two hours of the controller activating.	New measure	Twice-yearly tests	Twice-yearly tests	Twice-yearly tests	Twice-yearly tests	Council records
		Sufficient numbers of staff are identified to staff EOC positions for 24 hour operation during an emergency.	New measure	Staff identified	Staff identified	Staff identified	Staff identified	Council records
		80% of staff holding EOC positions are trained to respond to an emergency.	New measure	Staff trained	Staff trained	Staff trained	Staff trained	Council records
		Council participates in two civil defence exercises annually	New measure	Exercises held and debriefed	Exercises held and debriefed	Exercises held and debriefed	Exercises held and debriefed	Council records
	Council actively engages with the wider community to increase the level of awareness, preparedness and resilience.	Council delivers 4 public engagement initiatives to promote Community awareness, preparedness and resilience.	New measure	Initiatives delivered	Initiatives delivered	Initiatives delivered	Initiatives delivered	Council records.

## Funding Impact Statement: Environmental Services

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	689,630	767,190	777,220	771,010	808,600	797,170	851,640	908,860	953,820	983,190	936,100
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	236,870	231,060	237,020	243,590	249,240	256,550	264,730	272,120	280,850	291,200	300,470
<b>Internal charges and overheads recovered</b>	30,310	31,330	32,120	32,950	33,830	34,800	35,850	36,950	38,160	39,460	40,870
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>956,810</b>	<b>1,029,580</b>	<b>1,046,360</b>	<b>1,047,550</b>	<b>1,091,670</b>	<b>1,088,520</b>	<b>1,152,220</b>	<b>1,217,930</b>	<b>1,272,830</b>	<b>1,313,850</b>	<b>1,277,440</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	616,200	684,810	695,920	690,310	726,180	722,290	761,250	829,010	871,470	896,560	847,970
Finance Costs	1,970	2,640	2,770	2,740	2,680	2,610	2,570	2,490	2,370	2,310	2,180
<b>Internal charges and overheads applied</b>	317,770	324,110	329,330	336,260	342,650	343,510	367,950	364,200	376,500	392,450	402,060
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>935,940</b>	<b>1,011,560</b>	<b>1,028,020</b>	<b>1,029,310</b>	<b>1,071,510</b>	<b>1,068,410</b>	<b>1,131,770</b>	<b>1,195,700</b>	<b>1,250,340</b>	<b>1,291,320</b>	<b>1,252,210</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>20,870</b>	<b>18,020</b>	<b>18,340</b>	<b>18,240</b>	<b>20,160</b>	<b>20,110</b>	<b>20,450</b>	<b>22,230</b>	<b>22,490</b>	<b>22,530</b>	<b>25,230</b>

## Funding Impact Statement: Environmental Services (cont'd)

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	4,530	7,500	4,100	4,200	4,320	4,440	4,580	4,720	4,880	5,040	5,220
Increase (decrease) in reserves	16,340	10,520	14,240	14,040	15,840	15,670	15,870	17,510	17,610	17,490	20,010
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>20,870</b>	<b>18,020</b>	<b>18,340</b>	<b>18,240</b>	<b>20,160</b>	<b>20,110</b>	<b>20,450</b>	<b>22,230</b>	<b>22,490</b>	<b>22,530</b>	<b>25,230</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(20,870)</b>	<b>(18,020)</b>	<b>(18,340)</b>	<b>(18,240)</b>	<b>(20,160)</b>	<b>(20,110)</b>	<b>(20,450)</b>	<b>(22,230)</b>	<b>(22,490)</b>	<b>(22,530)</b>	<b>(25,230)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Activity Group 4: Roothing and Footpaths

## What we do

Kawerau has a network of approximately 40 kilometres of sealed roads, associated footpaths, and other infrastructure including bridges, kerbing, car parks, street lights and signs. Council provides or contracts the maintenance, repair and upgrading of this infrastructure in the District. The section of State Highway 34 which runs through Kawerau is managed by the New Zealand Transport Agency (NZTA) and not Council.

## Rationale for Delivery

Council's aim for the Roothing Group of Activities is to provide and maintain a network of roads and footpaths for the safe and comfortable passage of vehicles and vulnerable road users such as pedestrians, cyclists and mobility scooter users, in and through the District. Control over the roading network is vested in local authorities by the Local Government Act.

## Programme of Work

### **Footpaths**

Council is engaging with Kawerau's older and disabled population to ensure that footpaths are kept free of tripping hazards and that, particularly in and around the town centre and along main access routes, there is easy mobility access. An increase in the footpath replacement budget of almost 40 percent will enable Council to replace an additional 200m of footpaths every year.

### **Street lighting**

Analysis of street lighting costs (power, maintenance and renewals) has shown that upgrading to LED lights is a cost effective option. Council will make a capital investment of \$100,000 per year for three years, and this will attract a NZ Transport Agency Subsidy of 66 percent in 2015/16, 67 percent in 2016/17 and 68 percent in 2017/18. The amount contributed by Council will be recouped over five years through reduced operational costs.

## **Town Centre**

Council plans to improve the look of the Town Centre and make it more accessible by:

### **1. Upgrading Jellicoe and Ranfurly Courts**

- Installing new paving
- Installing new/additional seating
- Removing the unused street lights, and
- Installing bollards to prevent people parking on footpaths.

### **2. Upgrading the Promenade**

- Painting the concrete base
- Repairing and painting the railing, and
- Improving the steps and possibly installing a disability access ramp from Onslow Street.

Council would like to keep the green space in Jellicoe Court and the palm tree islands in Ranfurly Court. An urban designer will involve shop and business owners and the wider Community to develop suitable plans. Work will be staged over time.

## **Significant Negative Effects**

The most significant negative effect of the Roothing Activity Group is that traffic accidents sometimes occur. To reduce the number and severity of accidents, Council undertakes safety audits, provides street lighting, signage and pavement marking, and is a member of Road Safety Eastern BOP, which is involved in various community road safety programmes.



## Statement of Intended Service Provision

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>ROADING</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	Council maintains community satisfaction levels for Roading activity	Community satisfaction with roading assets	93%	Not applicable	91% <sup>8</sup>	Not applicable	91%	Three yearly NRB Communitrak Survey
	Council provides a network of roads which facilitates the safe movement of people and vehicles around the District	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	New measure	Increase of zero or less	Increase of zero or less	Increase of zero or less	Increase of zero or less	NZ Police
		Number of vehicle accidents where road condition was a contributing factor	None	None	None	None	None	NZ Police
	Road quality	The average quality of ride on a sealed local road network, measured by smooth travel exposure <sup>9</sup>	New measure	No less than 95%	No less than 95%	No less than 95%	No less than 95%	Annual independent survey
	Council provides a network of roads which facilitates the safe movement of people and vehicles around the District	Road roughness rating (0= flat, 400 = dangerous)	84	Average rating for district roads is less than 90	Average rating for district roads is less than 90	Average rating for district roads is less than 90	Average rating for district roads is less than 90	Annual independent survey

<sup>8</sup> Average of 2009, 2011 and 2014 Survey Results

<sup>9</sup> The percentage of Vehicle Kilometres Travelled in the District exposed to roads with roughness less than the threshold for urban roads set by the National State Highway Strategy

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>ROADING</b>								
	<b>Quantity Indicators</b>							
	Road maintenance	The percentage of the sealed local road network that is resurfaced.	Between 5 and 6.5 % per annum	Between 5 and 6.5 % per annum	Between 5 and 6.5 % per annum	Between 5 and 6.5 % per annum	Between 5 and 6.5 % per annum	Council records
	<b>Responsiveness Indicators</b>							
	Response to service requests	The percentage of customer service requests relating to roads to which Council responds within the time frame specified.	Potholes: 100% within 14 days	Potholes: 90% within 14 days and 100% within 28 days	Potholes: 90% within 14 days and 100% within 28 days	Potholes: 90% within 14 days and 100% within 28 days	Potholes: 90% within 14 days and 100% within 28 days	Council Request for Service Database
			New measure	Streetlights: 90% within 14 days and 100% within 28 days	Streetlights: 90% within 14 days and 100% within 28 days	Streetlights: 90% within 14 days and 100% within 28 days	Streetlights: 90% within 14 days and 100% within 28 days	Council Request for Service Database

Community Outcome	Level of Service	Measure	Current Performance (2013/14)	2015/16	2016/17	2017/18	2018/19 to 2024/25	Data Source
<b>FOOTPATHS</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	Council provides an appropriate network of footpaths for pedestrian use	Community satisfaction with footpaths	75%	Not applicable	76% <sup>10</sup>	Not applicable	76%	3 yearly NRB Communitrak Survey
	Footpath condition	Percentage of footpaths that fall within the level of service or service standard for the condition of footpaths set out in the Long Term Plan.	New measure	95% <sup>11</sup>	95%	95%	95%	Annual independent survey
	<b>Responsiveness Indicators</b>							
	Footpath condition	Response and repair time for CBD footpaths classed as dangerous. <sup>12</sup>	No footpaths identified as dangerous.	100% isolated within 1 day and repaired within 5 working days	100% isolated within 1 day and repaired within 5 working days	100% isolated within 1 day and repaired within 5 working days	100% isolated within 1 day and repaired within 5 working days	Council Request for Service Database
		Response and repair time for other footpaths classed as dangerous.	100% (16/16) repaired within 1 month	100% isolated within 1 day and repaired within 1 month	100% isolated within 1 day and repaired within 1 month	100% isolated within 1 day and repaired within 1 month	100% isolated within 1 day and repaired within 1 month	Council Request for Service Database
	Response to service requests	The percentage of customer service requests relating to footpaths to which Council responds within the time frame specified.	New measure	100% within 14 days	100% within 14 days	100% within 14 days	100% within 14 days	Council Request for Service Database

<sup>10</sup> Average of 2009, 2011 and 2014 Survey Results

<sup>11</sup> 'Against a standard of no more than 20 lips in the 70 km of footpaths (each lip above 20 mm equates to three metres of footpath needing replacement).

<sup>12</sup> 'Dangerous' means the path has a lip of over 20 mm.

## Funding Impact Statement: Roading

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	980,880	980,190	977,530	987,060	968,960	980,670	997,630	998,730	1,013,160	1,036,760	1,041,570
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	134,840	151,200	155,730	161,480	167,740	174,380	181,570	189,230	197,500	206,290	215,860
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
<b>Internal charges and overheads recovered</b>	77,620	77,580	79,480	87,180	95,320	103,940	112,670	121,510	130,490	139,610	148,900
Local authorities fuel tax, fines, infringement fees, and other receipts	56,000	59,000	59,830	61,150	62,620	64,190	65,920	67,770	69,800	71,960	74,330
<b>Total Operating Funding (A)</b>	<b>1,249,340</b>	<b>1,267,970</b>	<b>1,272,570</b>	<b>1,296,870</b>	<b>1,294,640</b>	<b>1,323,180</b>	<b>1,357,790</b>	<b>1,377,240</b>	<b>1,410,950</b>	<b>1,454,620</b>	<b>1,480,660</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	456,270	441,540	433,920	441,620	450,120	459,250	469,290	479,980	491,760	504,290	518,050
Finance Costs	0	0	0	0	0	0	0	0	0	0	0
<b>Internal charges and overheads applied</b>	405,890	427,170	438,590	451,580	436,610	451,170	470,090	472,600	487,700	511,420	515,190
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>862,160</b>	<b>868,710</b>	<b>872,510</b>	<b>893,200</b>	<b>886,730</b>	<b>910,420</b>	<b>939,380</b>	<b>952,580</b>	<b>979,460</b>	<b>1,015,710</b>	<b>1,033,240</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>387,180</b>	<b>399,260</b>	<b>400,060</b>	<b>403,670</b>	<b>407,910</b>	<b>412,760</b>	<b>418,410</b>	<b>424,660</b>	<b>431,490</b>	<b>438,910</b>	<b>447,420</b>

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	155,560	196,150	204,790	212,420	183,520	190,830	198,780	207,220	216,420	226,180	236,810
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>155,560</b>	<b>196,150</b>	<b>204,790</b>	<b>212,420</b>	<b>183,520</b>	<b>190,830</b>	<b>198,780</b>	<b>207,220</b>	<b>216,420</b>	<b>226,180</b>	<b>236,810</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	359,860	666,900	424,610	433,990	390,510	400,330	411,190	422,750	435,480	449,020	463,870
Increase (decrease) in reserves	182,880	(71,490)	180,240	182,100	200,920	203,260	206,000	209,130	212,430	216,070	220,360
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>542,740</b>	<b>595,410</b>	<b>604,850</b>	<b>616,090</b>	<b>591,430</b>	<b>603,590</b>	<b>617,190</b>	<b>631,880</b>	<b>647,910</b>	<b>665,090</b>	<b>684,230</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(387,180)</b>	<b>(399,260)</b>	<b>(400,060)</b>	<b>(403,670)</b>	<b>(407,910)</b>	<b>(412,760)</b>	<b>(418,410)</b>	<b>(424,660)</b>	<b>(431,490)</b>	<b>(438,910)</b>	<b>(447,420)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Breakdown of Capital Expenditure: Roading

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
Kerb replacement	32,000	34,000	34,524	35,284	36,131	37,034	38,034	39,099	40,272	41,520	42,890
Street Light renewals	64,580	100,000	103,027	105,294	53,910	55,258	56,750	58,339	60,089	61,952	63,997
Reseals	94,620	95,000	97,845	99,998	102,395	104,957	107,791	110,807	114,137	117,675	121,555
Pavement Treatment	29,210	35,700	36,780	37,590	38,492	39,452	40,520	41,654	42,904	44,234	45,690
Minor Safety Improvements	26,500	32,500	33,484	34,225	35,042	35,918	36,885	37,920	39,058	40,269	41,598
Reseal Carparks	14,000	14,500	12,880	13,160	13,480	13,820	14,190	14,590	15,030	15,500	16,010
Footpath Repairs	58,000	80,000	82,420	84,230	86,250	88,410	90,800	93,340	96,140	99,120	102,390
Rubbish bin Replacements	14,550	5,000	5,070	5,180	5,300	5,430	5,580	5,740	5,910	6,090	6,290
District Seating	1,200	31,200	1,220	1,250	1,280	1,310	1,350	1,390	1,430	1,470	1,520
Town Centre Music	2,000	3,000	3,040	3,110	3,180	3,260	3,350	3,440	3,540	3,650	3,770
Video Camera renewals	7,200	5,000	5,130	5,260	5,400	5,560	5,730	5,910	6,110	6,320	6,550
Cobblestone Renewals	10,000	222,000									
Decorative Lighting Renewals	6,000	9,000	9,190	9,410	9,650	9,920	10,210	10,520	10,860	11,220	11,610
<b>Total Capital Expenditure</b>	<b>359,856</b>	<b>666,900</b>	<b>424,610</b>	<b>433,990</b>	<b>390,510</b>	<b>400,330</b>	<b>411,190</b>	<b>422,750</b>	<b>435,480</b>	<b>449,020</b>	<b>463,870</b>



# Activity Group 5: Stormwater

## What We Do

Kawerau's stormwater system is a 30 kilometre network of pipes, manholes and cesspits which collects stormwater from roads and transports it to the Tarawera River either directly, or via the Ruruanga Stream and the Overflow Stream, which are tributaries.

The activity involves:

- The collection and removal of stormwater
- Repairing or replacing unsound pipes and other stormwater structures
- Cleaning and unblocking gutters, cesspits and pipes.

Most of the stormwater network is made of concrete. However pipes in the geothermal portion of the CBD are either glazed earthenware or High Density Polyethylene, which are much more resistant to the sulphur present in this area.

Specialist contractors are engaged for around 20 hours per annum to conduct CCTV inspections of stormwater pipes which staff have identified as performing below optimum levels.

## Rationale for Delivery

The aim of this activity is to dispose of stormwater in a manner which protects the community from flooding and minimises negative impacts to the environment.

## Programme of Work

Council will:

- In 2015/2016, analyse the parts of the stormwater network where flooding occurs to determine if increasing the pipe diameter in those locations will reduce flooding
- Undertake more frequent pipe cleaning and inspections with CCTV, to reduce the number of blockages caused by debris and tree roots.
- From 2022, replace approximately 1.8 kilometres of stormwater pipes each year until 2032.

## Significant Negative Effects

The collection and discharge of stormwater has a negative environmental effect because it contains contaminants such as grit, organic material and chemicals from road surfaces. The receiving water, the Tarawera River, is large, clear and fast flowing and capable of dealing with the discharges

Flooding from the stormwater network can cause property damage which would have a detrimental effect to the social and environmental wellbeing of the community.

## Statement of Intended Service Provision

Community Outcome	Levels of Service	Measures	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
<b>STORMWATER</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	Council provides an effective stormwater network which removes stormwater to protect dwellings from flooding (System adequacy)	The number of flooding events that occur in the District.	New measure	No more than 10	No more than 10	No more than 10	No more than 10	Council Request for Service Database
		For each flooding event, the number of habitable floors affected.	New measure <sup>13</sup>	Not applicable	Not applicable	Not applicable	Not applicable	
	Council provides an effective stormwater network which removes stormwater to protect dwellings from flooding (Customer satisfaction)	The number of complaints received by Council about the performance of its stormwater system.	New measure <sup>14</sup>	Not applicable	Not applicable	Not applicable	Not applicable	
	<b>Responsiveness Indicators</b>							
	Response times	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site.	New measure	Less than one hour	Less than one hour	Less than one hour	Less than one hour	Council Request for Service Database

<sup>13</sup>The mandatory measure per 1,000 properties connected to Council's stormwater system is not applicable, because properties in Kawerau are not permitted by building consents to connect to the stormwater system.

<sup>14</sup>.As above.

Community Outcome	Levels of Service	Measures	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.		Time within which urgent stormwater system problems are remediated.	All immediate flooding was remediated within 1 working day	100% by the end of the next working day	100% by the end of the next working day	100% by the end of the next working day	100% by the end of the next working day	Council Request for Service Database
	Environmental Indicators							
	Discharge compliance	Compliance with Council's resource consents for discharge from its stormwater system, measured by the number of: <ul style="list-style-type: none"> <li>• abatement notices</li> <li>• infringement notices</li> <li>• enforcement orders, and</li> <li>• convictions, received by Council in relation those resource consents.</li> </ul>	New measure	No notices, orders or convictions	No notices, orders or convictions	No notices, orders or convictions	No notices, orders or convictions	Council records

## Funding Impact Statement: Stormwater

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	81,430	95,850	79,280	75,780	75,450	71,950	68,760	69,610	70,440	76,360	86,840
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	3,360	3,640	3,750	3,880	4,040	4,200	4,370	4,560	4,760	4,970	5,210
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	7,600	10,460	12,880	15,210	17,540	19,860	22,100	24,350	22,310	15,530	8,800
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>92,390</b>	<b>109,950</b>	<b>95,910</b>	<b>94,870</b>	<b>97,030</b>	<b>96,010</b>	<b>95,230</b>	<b>98,520</b>	<b>97,510</b>	<b>96,860</b>	<b>100,850</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	5,340	35,510	25,870	26,440	27,080	27,760	28,510	29,310	30,190	31,120	32,150
Finance Costs	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads applied	1,440	9,750	7,310	7,590	7,400	7,720	8,180	8,050	8,330	8,920	8,770
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>6,780</b>	<b>45,260</b>	<b>33,180</b>	<b>34,030</b>	<b>34,480</b>	<b>35,480</b>	<b>36,690</b>	<b>37,360</b>	<b>38,520</b>	<b>40,040</b>	<b>40,920</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>85,610</b>	<b>64,690</b>	<b>62,730</b>	<b>60,840</b>	<b>62,550</b>	<b>60,530</b>	<b>58,540</b>	<b>61,160</b>	<b>58,990</b>	<b>56,820</b>	<b>59,930</b>

	Annual Plan 2014-15 \$	Forecast 2015-16 \$	Forecast 2016-17 \$	Forecast 2017-18 \$	Forecast 2018-19 \$	Forecast 2019-20 \$	Forecast 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$	Forecast 2024-25 \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	27,840	16,380	17,680	18,430	19,240	20,070	20,990	21,970	572,980	600,950	631,340
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>27,840</b>	<b>16,380</b>	<b>17,680</b>	<b>18,430</b>	<b>19,240</b>	<b>20,070</b>	<b>20,990</b>	<b>21,970</b>	<b>572,980</b>	<b>600,950</b>	<b>631,340</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	44,190	24,820	26,410	27,110	27,880	28,670	29,560	30,510	784,910	812,100	841,770
Increase (decrease) in reserves	69,260	56,250	54,040	52,160	53,910	51,930	49,970	52,620	(152,940)	(154,330)	(150,500)
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>113,450</b>	<b>81,070</b>	<b>80,450</b>	<b>79,270</b>	<b>81,790</b>	<b>80,600</b>	<b>79,530</b>	<b>83,130</b>	<b>631,970</b>	<b>657,770</b>	<b>691,270</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(85,610)</b>	<b>(64,690)</b>	<b>(62,730)</b>	<b>(60,840)</b>	<b>(62,550)</b>	<b>(60,530)</b>	<b>(58,540)</b>	<b>(61,160)</b>	<b>(58,990)</b>	<b>(56,820)</b>	<b>(59,930)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Activity Group 6: Water Supply

## What We Do

The Kawerau drinking water supply provides water to a population of approximately 6,300 people and is categorised as a medium sized drinking water supply by the Health (Drinking Water) Amendment Act. Raw water is sourced from two springs and transported by gravity mains to a pumphouse. At the pumphouse, water is pumped through a UV treatment plant for disinfection and lime is added for pH correction. After treatment, the water is conveyed to one of three reservoirs, which gravity feed two distribution networks.

Water is supplied to properties through a network of approximately 70km of pipes. The majority of the pipes are Asbestos Cement (AC). The network was installed from 1955, when the town water supply was established, and continued as the town grew until 1985. Very limited additional pipework has been added to the network since then. The typical life of AC pipes is 60 years. Pipe replacement due to age and an increasing number of pipe failures began in 2010. To date approximately 10 percent of the total pipe network has been replaced.

Kawerau's water supply system can supply a maximum capacity of 15,000 m<sup>3</sup> per day. Usage fluctuates significantly according to temperature and season. Winter usage can be less than 3,000 m<sup>3</sup> per day but in summer it increases to as much as 13,500 m<sup>3</sup> per day.

## Rationale for Delivery

Council is involved in the Water Supply Activity because it recognises that a reliable supply of potable water is a vital part of the public infrastructure necessary to sustain the community of Kawerau. Territorial authorities also have several statutory duties in relation to water supply. Under the Local Government Act 2002, territorial authorities are obliged to either directly provide water or retain an overview of provision if it is supplied by another organisation. Under the Health Act 1956, territorial authorities are obliged to improve, promote and protect public health

## Programme for the Next 10 Years

It is expected that Kawerau's water will achieve a Bb grading in 2015.

Council will undertake a programme to identify and complete preventative maintenance on tobies. This will reduce the number of service requests from plumbers and property owners.

The rising main from the Pumphouse to the Reservoirs will be replaced in 2018-19.

The Tarawera Bores will be re-drilled and the depth of the screen entry points increased, to remove the need for chlorination when they are used to supplement supply from the two springs.

## Assessment of Water and Sanitary Services

An Assessment of Water and Sanitary Services was conducted as part of developing the Long Term Plan 2006/2016. The significant difference between the Assessment and this Plan is that the UV Treatment Plant is now in operation.

## Significant Negative Effects

In general terms, providing either an inadequate supply of water, or water of poor quality which does not meet required standards under the 2008 NZ Drinking Water Standards. These could have negative effects to community social and economic wellbeing.

The water taken from the two springs for Kawerau's water supply would otherwise flow into the Tarawera River through tributary streams. Although taking the water for the town water supply only reduces the flow of the river by 0.2 to 0.7 percent, this reduces the volume of water available for other uses, primarily recreational or commercial. This could be regarded as a negative effect to social, environmental and economic wellbeing.



## Statement of Intended Service Provision

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
<b>WATER SUPPLY</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	Provision of a quality water supply	Community satisfaction with water supply	96%	Not applicable	97% <sup>15</sup>	Not applicable	97%	3 yearly NRB Communitrak Survey
	Customer satisfaction	The total number of complaints received about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply, and f) Council's response to any of these issues expressed per 1000 connections to the networked reticulation system.		a) No more than 4 per 1000 connections b) No more than 2 per 1000 connections c) No more than 1 per 1000 connections d) No more than 2 per 1000 connections e) No more than 2 per 1000 connections f) 0 per 1000 connections	a) No more than 4 per 1000 connections b) No more than 2 per 1000 connections c) No more than 1 per 1000 connections d) No more than 2 per 1000 connections e) No more than 2 per 1000 connections f) 0 per 1000 connections	a) No more than 4 per 1000 connections b) No more than 2 per 1000 connections c) No more than 1 per 1000 connections d) No more than 2 per 1000 connections e) No more than 2 per 1000 connections f) 0 per 1000 connections	a) No more than 4 per 1000 connections b) No more than 2 per 1000 connections c) No more than 1 per 1000 connections d) No more than 2 per 1000 connections e) No more than 2 per 1000 connections f) 0 per 1000 connections	Council Request for Service Database

<sup>15</sup> Average of 2009, 2011 and 2014 Survey Results

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future..	Safety of drinking water	The extent to which Council's drinking water supply complies with: a) part 4 of the 2008 drinking-water standards (bacteria compliance criteria), and b) part 5 of the 2008 drinking-water standards (protozoal compliance criteria).	Three transgressions for E.coli	a) No more than 1 instance of bacteria criteria non-compliance, and b) No instances of protozoal criteria non-compliance	a) No more than 1 instance of bacteria criteria non-compliance, and b) No instances of protozoal criteria non-compliance	a) No more than 1 instance of bacteria criteria non-compliance, and b) No instances of protozoal criteria non-compliance	a) No more than 1 instance of bacteria criteria non-compliance, and b) No instances of protozoal criteria non-compliance	Toi Te Ora Public Health Service reports
	Maintenance of the reticulation network	The percentage of real water loss from the Council's networked reticulation system, measured using the minimum night flow (MNF) analysis method contained in the DIA Guidelines.	New measure	<200 litres per connection per day <sup>16</sup>	<200 litres per connection per day	<200 litres per connection per day	<200 litres per connection per day	Council records
	The water supply is of adequate pressure and flow.	Water pressure samples <sup>17</sup>	All samples above 40 psi	At least 40 psi <sup>18</sup>	At least 40 psi	At least 40 psi	At least 40 psi	Council records
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future..	<b>Quantity Indicators</b>							
	Demand management	The average consumption of drinking water per day per resident within the district. <b>Error! Bookmark not defined.</b>	New measure	0.6 m3	0.6 m3	0.6 m3	0.6 m3	Council records

<sup>16</sup> Measured using the minimum night flow (MNF) analysis method contained in the DIA Guidelines.

<sup>17</sup> Samples are taken at Blundell Avenue and the Kawerau Cemetery (known potential low pressure zones) between 3.00 p.m. and 5.00 p.m. (the known high flow rate period) on days when the town's total water consumption exceeds 12,000 m<sup>3</sup> (80% capacity).

<sup>18</sup> The metric conversion is 275 kilopascals (kpa).

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
	<b>Responsiveness Indicators</b>							
	Fault response times	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the median response times are: <sup>19</sup>						
		a) attendance for urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site, and	New measure	Less than two hours	Less than two hours	Less than two hours	Less than two hours	Council Request for Service Database
		b) resolution of urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption.	New measure	Less than 8 hours	Less than 8 hours	Less than 8 hours	Less than 8 hours	Council Request for Service Database
		c) attendance for non-urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site, and	New measure	24 hours	24 hours	24 hours	24 hours	Council Request for Service Database
		d) resolution of non-urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption	New measure	48 hours	48 hours	48 hours	48 hours	Council Request for Service Database

<sup>19</sup> Non-Financial Performance Measures Rules 2013 made by the Secretary for Local Government pursuant to and in accordance with section 261B of the Local Government Act 2002

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Reliability Indicators</b>							
	The water supply is reliable and has minimal disruptions	Number of unplanned shutdowns - reticulation	3	No more than 12	No more than 12	No more than 12	No more than 12	Council records
		Number of unplanned shutdowns - pump stations	0	None	None	None	None	Council records
		Number of water main breaks	4	No more than 8	No more than 8	No more than 8	No more than 8	Council records
	<b>Environmental Indicators</b>							
	Water is sourced with minimal environmental effects	Compliance with BOP Regional Council water supply resource consents as reported in Annual Consents and Compliance Field Sheet.	Compliance	Compliance <sup>20</sup>	Compliance	Compliance	Compliance	BOP Regional Council

<sup>20</sup> BOPRC inspection reports state either compliance or non-compliance.

## Breakdown of Capital Expenditure

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
Pipework Replacement	625,570	391,840	416,918	427,889	2,687,260	675,329	696,378	718,593	980,161	461,543	452,960
Toby Replacement	7,460	10,750	11,438	11,739	12,072	12,416	12,803	13,212	13,653	14,126	14,642
Value Refurbishment	7,460	7,750	8,246	8,463	8,703	8,951	9,230	9,525	9,843	10,184	10,556
Refurbish Pumps	6,980	7,250	7,714	7,919	8,142	8,374	8,635	8,910	9,203	9,527	9,870
UV Tube Replacements	19,260	-	20,494		21,633	-	22,934	-	24,460	-	26,232
<b>Total Capital Expenditure</b>	<b>666,730</b>	<b>417,590</b>	<b>464,810</b>	<b>456,010</b>	<b>2,737,810</b>	<b>705,070</b>	<b>749,980</b>	<b>750,240</b>	<b>1,037,320</b>	<b>495,380</b>	<b>514,260</b>

## Funding Impact Statement: Water Supply

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	802,420	760,980	733,020	744,140	863,580	904,830	929,720	996,520	1,059,520	1,055,220	1,123,540
Targeted rates	146,060	165,720	160,840	165,940	168,880	174,900	182,000	186,080	193,010	202,080	207,370
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	53,760	38,450	50,510	52,090	53,180	55,020	57,180	58,680	60,880	63,620	65,540
<b>Internal charges and overheads recovered</b>	<b>95,970</b>	<b>118,490</b>	<b>119,330</b>	<b>119,260</b>	<b>70,000</b>	<b>16,090</b>	<b>11,740</b>	<b>12,180</b>	<b>12,640</b>	<b>13,140</b>	<b>13,690</b>
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>1,098,210</b>	<b>1,083,640</b>	<b>1,063,700</b>	<b>1,081,430</b>	<b>1,155,640</b>	<b>1,150,840</b>	<b>1,180,640</b>	<b>1,253,460</b>	<b>1,326,050</b>	<b>1,334,060</b>	<b>1,410,140</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	393,830	353,450	332,040	340,850	370,330	360,670	371,720	383,620	421,880	410,420	425,540
Finance Costs	0	0	0	0	0	0	5,770	16,270	32,080	42,290	39,710
<b>Internal charges and overheads applied</b>	<b>278,840</b>	<b>274,590</b>	<b>276,090</b>	<b>284,980</b>	<b>292,790</b>	<b>297,710</b>	<b>310,580</b>	<b>314,630</b>	<b>332,870</b>	<b>342,180</b>	<b>347,550</b>
Other operating funding applications	0	0	0	0	0	0	0	0			
<b>Total applications of operating funding (B)</b>	<b>672,670</b>	<b>628,040</b>	<b>608,130</b>	<b>625,830</b>	<b>663,120</b>	<b>658,380</b>	<b>688,070</b>	<b>714,520</b>	<b>786,830</b>	<b>794,890</b>	<b>812,800</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>425,540</b>	<b>455,600</b>	<b>455,570</b>	<b>455,600</b>	<b>492,520</b>	<b>492,460</b>	<b>492,570</b>	<b>538,940</b>	<b>539,220</b>	<b>539,170</b>	<b>597,340</b>

	<b>Annual Plan 2014-15 \$</b>	<b>Forecast 2015-16 \$</b>	<b>Forecast 2016-17 \$</b>	<b>Forecast 2017-18 \$</b>	<b>Forecast 2018-19 \$</b>	<b>Forecast 2019-20 \$</b>	<b>Forecast 2020-21 \$</b>	<b>Forecast 2021-22 \$</b>	<b>Forecast 2022-23 \$</b>	<b>Forecast 2023-24 \$</b>	<b>Forecast 2024-25 \$</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	666,730	417,590	464,810	456,010	2,737,810	705,070	749,980	750,240	1,037,320	495,380	514,260
Increase (decrease) in reserves	(241,190)	38,010	(9,240)	(410)	(2,245,290)	(212,610)	(257,410)	(211,300)	(498,100)	43,790	83,080
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>425,540</b>	<b>455,600</b>	<b>455,570</b>	<b>455,600</b>	<b>492,520</b>	<b>492,460</b>	<b>492,570</b>	<b>538,940</b>	<b>539,220</b>	<b>539,170</b>	<b>597,340</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(425,540)</b>	<b>(455,600)</b>	<b>(455,570)</b>	<b>(455,600)</b>	<b>(492,520)</b>	<b>(492,460)</b>	<b>(492,570)</b>	<b>(538,940)</b>	<b>(539,220)</b>	<b>(539,170)</b>	<b>(597,340)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Activity Group 7: Wastewater

## What We Do

Council's wastewater system is concerned with the collection, treatment and disposal of wastewater (sewage) from properties in the District. Its components are a network of underground pipes, a pumping station and a treatment plant with soakage basins. Wastewater enters the network from properties in built-up parts of the District and is conveyed to the treatment plant where it is treated and then disposed of in rapid infiltration basins and by vermicomposting.

### The Wastewater Activity involves:

- Providing a network of pipes to collect wastewater
- Checking, unblocking, cleaning, repairing and replacing pipes so that the network is operational
- Treating wastewater at the treatment plant
- Disposing of the effluent in a manner that meets resource consent requirements.

Specialist work associated with pipe network maintenance, such as CCTV inspections and water blasting, is carried out by external contractors.

## Rationale for Delivery

Wastewater collection and disposal is an integral part of Kawerau's effective, efficient and sustainable infrastructure and helps prevent harm and nuisance and protect people's health and safety. Council is involved in the collection and disposal of wastewater to fulfil a range of duties imposed by legislation. These include the Health Act, the Building Act, the Local Government Act and resource consents issued under the Resource Management Act.

## Programme of Work

Council will increase its inspection and cleaning of pipes by inspecting ten percent of the total pipe network using CCTV each year. This is expected to reduce the number of blockages by 10-20 percent and provide better information on pipe deterioration.

From 2023, Council will replace approximately 3.2 kilometres of AC and concrete wastewater pipes each year for eight years.

## Assessment of Water and Sanitary Services

An Assessment of Water and Sanitary Services was conducted as part of developing the Long Term Plan 2006/2016. The significant differences between this Plan and the Assessment are that the previous arrangement with Carter Holt Harvey to treat effluent has been renegotiated and Council now treats District wastewater.

## Significant Negative Effects

A potential negative effect of the Wastewater Group of Activities is the potential overflow of sewage due to pipe blockages. This would have environmental and potential health effects (i.e. environmental and social wellbeing).

The impact of blockages is minimised by very prompt attendance to blockages to reduce the quantity of spillage, and by disinfection of contaminated areas.

Potential significant negative effects would also occur if the treatment plant failed to operate for a period in excess of one day. This would negatively affect health and the environment (social and environmental wellbeing).

## Statement of Intended Service Provision

Community Outcome	Levels of Service	Measures	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
<b>WASTEWATER</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	Provision of domestic wastewater collection and primary treatment	Community satisfaction with wastewater disposal	97%	Not applicable	97% <sup>21</sup>	Not applicable	97%	3 yearly NRB Communitrak Survey
	Customer satisfaction	The total number of complaints received about any of the following: a) sewage odour b) sewerage system faults c) sewerage system blockages, and d) Council's response to issues with its sewerage system, expressed per 1000 connections to the sewerage system.	New measure	a) No more than 1 per 1000 connections b) No more than 15 per 1000 connections c) No more than 15 per 1000 connections d) 0 per 1000 connections	a) No more than 1 per 1000 connections b) No more than 15 per 1000 connections c) No more than 15 per 1000 connections d) 0 per 1000 connections	a) No more than 1 per 1000 connections b) No more than 15 per 1000 connections c) No more than 15 per 1000 connections d) 0 per 1000 connections	a) No more than 1 per 1000 connections b) No more than 15 per 1000 connections c) No more than 15 per 1000 connections d) 0 per 1000 connections	Council Request for Service Database

<sup>21</sup> Average of 2009, 2011 and 2014 Survey Results

	<b>Quantity Indicators</b>							
	System adequacy	The number of dry weather sewage overflows from Council's sewerage system, expressed per 1000 connections to that sewerage system.	New measure	0 per 1000 connections to the sewerage system	0 per 1000 connections to the sewerage system	0 per 1000 connections to the sewerage system	0 per 1000 connections to the sewerage system	Council records
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Responsiveness Indicators</b>							
	Fault response times	Where Council attends to sewage overflows resulting from a blockage or other fault in its sewerage system, the median response times are:						
		a) attendance time: from the time that Council receives notification to the time that service personnel reach the site, and	New measure	Less than 1 hour	Less than 1 hour	Less than 1 hour	Less than 1 hour	Council Request for Service Database
		b) resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	New measure	Less than 8 hours	Less than 8 hours	Less than 8 hours	Less than 8 hours	Council Request for Service Database

	<b>Reliability Indicators</b>							
	Council provides a reliable domestic wastewater collection and disposal service	Continuity of wastewater collection	Service ran every day	Service runs every day	Service runs every day	Service runs every day	Service runs every day	Council records
		Number of disruptions to wastewater collection service	29	No more than 50	No more than 50	No more than 50	No more than 50	Council records
	<b>Environmental Indicators</b>							
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	Discharge compliance	Compliance with resource consents for discharge from Council's sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders, and d) convictions, received in relation those resource consents.	New measure	No notices, orders or convictions	No notices, orders or convictions	No notices, orders or convictions	No notices, orders or convictions	Council records
	The wastewater treatment plant operates effectively	Compliance with BOPRC wastewater treatment plant resource consents as reported in annual Consents and Compliance Field Sheet	Compliance	Compliance <sup>22</sup>	Compliance	Compliance	Compliance	BOP Regional Council

<sup>22</sup> BOPRC inspection reports state either compliance or non-compliance.

## Breakdown of Capital Expenditure

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
Pipework Replacement	69,850	16,000	17,020	17,470	17,970	18,480	19,060	19,670	20,330	1,042,000	1,080,070
Refurbish Pumps	13,240	20,000	21,280	21,840	22,460	23,100	23,820	24,580	25,400	26,280	27,240
Milliscreen Bearings	2,410	2,410	2,560	2,630	2,700	2,780	2,870	2,960	3,060	3,170	3,290
Treatment Plant & Pumping Station	-	-			376,200		13,100			67,020	
Centrifuge & Computers	40,000										
<b>Total Capital Expenditure</b>	<b>125,500</b>	<b>38,410</b>	<b>40,860</b>	<b>41,940</b>	<b>419,330</b>	<b>44,360</b>	<b>58,850</b>	<b>47,210</b>	<b>48,790</b>	<b>1,138,470</b>	<b>1,110,600</b>

## Funding Impact Statement: Wastewater

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	803,630	827,430	822,520	821,570	859,240	868,280	871,660	913,210	915,530	945,570	1,047,920
Targeted rates	486,570	418,490	431,290	437,850	443,890	458,230	475,270	483,930	499,980	521,360	532,460
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and Charges	0	60,000	62,280	64,150	66,200	68,380	70,770	73,390	76,180	79,230	82,560
<b>Internal charges and overheads recovered</b>	<b>118,200</b>	<b>133,300</b>	<b>150,270</b>	<b>167,170</b>	<b>176,780</b>	<b>186,470</b>	<b>204,430</b>	<b>223,230</b>	<b>243,260</b>	<b>240,200</b>	<b>213,930</b>
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>1,408,400</b>	<b>1,439,220</b>	<b>1,466,360</b>	<b>1,490,740</b>	<b>1,546,110</b>	<b>1,581,360</b>	<b>1,622,130</b>	<b>1,693,760</b>	<b>1,734,950</b>	<b>1,786,360</b>	<b>1,876,870</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	599,490	597,480	609,840	621,580	638,970	657,890	678,230	700,090	723,770	749,290	777,040
Finance Costs	0	0	0	0	0	0	0	0	0	0	0
<b>Internal charges and overheads applied</b>	<b>422,500</b>	<b>410,200</b>	<b>424,710</b>	<b>437,320</b>	<b>440,450</b>	<b>456,640</b>	<b>476,910</b>	<b>482,730</b>	<b>500,120</b>	<b>525,780</b>	<b>533,420</b>
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>1,021,990</b>	<b>1,007,680</b>	<b>1,034,550</b>	<b>1,058,900</b>	<b>1,079,420</b>	<b>1,114,530</b>	<b>1,155,140</b>	<b>1,182,820</b>	<b>1,223,890</b>	<b>1,275,070</b>	<b>1,310,460</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>386,410</b>	<b>431,540</b>	<b>431,810</b>	<b>431,840</b>	<b>466,690</b>	<b>466,830</b>	<b>466,990</b>	<b>510,940</b>	<b>511,060</b>	<b>511,290</b>	<b>566,410</b>

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	125,500	38,410	40,860	41,940	419,330	44,360	58,850	47,210	48,790	1,138,470	1,110,600
Increase (decrease) in reserves	260,910	393,130	390,950	389,900	47,360	422,470	408,140	463,730	462,270	(627,180)	(544,190)
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>386,410</b>	<b>431,540</b>	<b>431,810</b>	<b>431,840</b>	<b>466,690</b>	<b>466,830</b>	<b>466,990</b>	<b>510,940</b>	<b>511,060</b>	<b>511,290</b>	<b>566,410</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(386,410)</b>	<b>(431,540)</b>	<b>(431,810)</b>	<b>(431,840)</b>	<b>(466,690)</b>	<b>(466,830)</b>	<b>(466,990)</b>	<b>(510,940)</b>	<b>(511,060)</b>	<b>(511,290)</b>	<b>(566,410)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Activity Group 8: Solid Waste

## What We Do

Refuse collection involves the weekly collection of residual waste and the fortnightly collection of green waste from residential properties. Recycling collection from both residential and commercial properties is undertaken on a weekly basis. Council also provides a transfer station where waste can be taken.

Disposal involves the transfer of residual waste out of the District to a consented landfill. Refuse is taken to the transfer station where it is stored and then transported to Tirohia, a sanitary landfill. Fees charged at the transfer station cover the costs of the transport, disposal fee and some of the transfer station operational costs. The transfer station also offers recycling facilities with reduced fees for recycled material as against residual waste. It is open from 12 p.m. to 4.00 p.m. every day except Christmas Day.

Recycled material is sent to a further processing plant where it is sorted and then becomes part of the relevant recycled waste stream. Green waste is disposed of by making it into compost.

## Rationale for Delivery

The purpose of the refuse collection is to provide the community with a convenient method to remove unwanted materials from their properties, and thereby uphold public health and hygiene standards.

The aim of refuse disposal is to dispose of refuse in an environmentally acceptable manner.

The recycling/zero waste activity aims to reduce the volume of waste going to landfill by maximising the material going to reusable waste streams, thereby minimising some of the negative environmental effects of human consumption. The fortnightly green waste and weekly recycling collections, the recycling undertaken at the transfer station and zero waste initiatives are part of this activity.

## Programme of Work

Council will continue to work toward the goal of reducing the volume of waste going to landfill by:

- Increasing Community education activity
- Reviewing collection operations to improve sorting
- Reviewing transfer station fees, and
- Keeping abreast of new developments and investigating the use of new technology.

## Assessment of Water and Sanitary Services

An Assessment of Water and Sanitary Services was conducted as part of developing the Long Term Plan 2006/2016. The significant differences between the Plan and the Assessment are that Council now transports residual refuse to a sanitary landfill out of the District.

## Waste Management and Minimisation Plan

In September 2012, Council adopted a Waste Management and Minimisation Plan under the Waste Minimisation Act 2008. There is no significant variation between that Plan and the proposals outlined in this Plan.

## Significant Negative Effects

Refuse collection and disposal services and the recycling activity can cause odour, health risks, vermin infestations and visual pollution. These can impact on social and environmental wellbeing of the Community. The regularity and effectiveness of the collection and disposal services minimise these impacts.

## Statement of Intended Service Provision

Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 2024/25	Data Source
<b>REFUSE COLLECTION AND DISPOSAL</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	Provision of a cost effective refuse collection and disposal that will encourage a healthy, clean and tidy district	Community satisfaction with refuse collection	97%	Not applicable	90% <sup>23</sup>	Not applicable	90%	3 yearly NRB Communitrak Survey
		Community satisfaction with refuse disposal	81%	Not applicable	73% <sup>23</sup>	Not applicable	73%	
		User satisfaction with refuse disposal	88%	Not applicable	83% <sup>23</sup>	Not applicable	83%	
	<b>Quantity Indicators</b>							
Council sustainably manages Kawerau's environment through its stewardship, planning and consents.	Council's refuse collection and disposal services meet the needs of the Kawerau Community and help maintain public health and a clean environment	Frequency of residual refuse collection from residential properties	52 weekly collections	52 weekly collections	52 weekly collections	52 weekly collections	52 weekly collections	Council records

<sup>23</sup> Average of 2009, 2011 and 2014 Survey Results

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.  Council sustainably manages Kawerau's environment through its stewardship, planning and consents.	<b>Environmental Indicators</b>							
	Council's refuse collection and disposal services meet the needs of the Kawerau Community and help maintain public health and a clean environment	Level of compliance with BOP Regional Council refuse disposal resource consents as reported in annual Consents and Compliance Field Sheet	Compliance	Compliance <sup>24</sup>	Compliance	Compliance	Compliance	BOP Regional Council
<b>ZERO WASTE (RECYCLING)</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.  Council sustainably manages Kawerau's environment through its stewardship, planning and consents.	<b>Quality Indicators</b>							
	Council's refuse collection and disposal services meet the needs of the Kawerau Community	Community satisfaction with recycling services	95%	Not applicable	92% <sup>25</sup>	Not applicable	92%	Three yearly NRB Communitrak Survey
	<b>Quantity Indicators</b>							
	Material that would otherwise go to landfill as household refuse is collected by the recycling collection service	Average amount of recyclable material collected from each household.	New measure	No less than 178kg per annum	No less than 178kg per annum	No less than 178kg per annum	No less than 178kg per annum	Council records

<sup>24</sup> BOPRC inspection reports state either compliance or non-compliance

<sup>25</sup> Average of 2009, 2011 and 2014 Survey Results

## Funding Impact Statement: Solid Waste

	<b>Annual Plan</b> <b>2014-15</b> \$	<b>Forecast</b> <b>2015-16</b> \$	<b>Forecast</b> <b>2016-17</b> \$	<b>Forecast</b> <b>2017-18</b> \$	<b>Forecast</b> <b>2018-19</b> \$	<b>Forecast</b> <b>2019-20</b> \$	<b>Forecast</b> <b>2020-21</b> \$	<b>Forecast</b> <b>2021-22</b> \$	<b>Forecast</b> <b>2022-23</b> \$	<b>Forecast</b> <b>2023-24</b> \$	<b>Forecast</b> <b>2024-25</b> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	719,580	787,960	811,140	844,780	841,350	867,410	902,740	912,430	940,680	981,210	997,660
Targeted rates	371,700	374,340	386,120	397,430	403,810	417,070	432,700	441,560	456,620	476,220	487,700
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	325,040	249,100	255,350	261,980	269,070	276,870	285,180	294,020	303,710	314,030	325,330
<b>Internal charges and overheads recovered</b>	12,460	12,950	13,180	13,730	14,290	14,900	15,540	16,150	16,800	17,550	18,350
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>1,428,780</b>	<b>1,424,350</b>	<b>1,465,790</b>	<b>1,517,920</b>	<b>1,528,520</b>	<b>1,576,250</b>	<b>1,636,160</b>	<b>1,664,160</b>	<b>1,717,810</b>	<b>1,789,010</b>	<b>1,829,040</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	983,910	1,012,620	1,035,060	1,069,560	1,088,270	1,118,410	1,152,920	1,184,750	1,222,140	1,261,930	1,305,340
Finance Costs	11,850	13,830	14,080	13,760	13,420	13,080	12,740	12,380	12,000	11,620	11,240
<b>Internal charges and overheads applied</b>	396,240	373,010	391,180	408,920	399,460	417,150	442,540	436,860	453,320	484,610	478,890
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>1,392,000</b>	<b>1,399,460</b>	<b>1,440,320</b>	<b>1,492,240</b>	<b>1,501,150</b>	<b>1,548,640</b>	<b>1,608,200</b>	<b>1,633,990</b>	<b>1,687,460</b>	<b>1,758,160</b>	<b>1,795,470</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>36,780</b>	<b>24,890</b>	<b>25,470</b>	<b>25,680</b>	<b>27,370</b>	<b>27,610</b>	<b>27,960</b>	<b>30,170</b>	<b>30,350</b>	<b>30,850</b>	<b>33,570</b>

	Annual Plan 2014-15 \$	Forecast 2015-16 \$	Forecast 2016-17 \$	Forecast 2017-18 \$	Forecast 2018-19 \$	Forecast 2019-20 \$	Forecast 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$	Forecast 2024-25 \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	38,000	0	0	0	0	0	3,050	0	0	0
Increase (decrease) in reserves	36,780	(13,110)	25,470	25,680	27,370	27,610	27,960	27,120	30,350	30,850	33,570
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>36,780</b>	<b>24,890</b>	<b>25,470</b>	<b>25,680</b>	<b>27,370</b>	<b>27,610</b>	<b>27,960</b>	<b>30,170</b>	<b>30,350</b>	<b>30,850</b>	<b>33,570</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(36,780)</b>	<b>(24,890)</b>	<b>(25,470)</b>	<b>(25,680)</b>	<b>(27,370)</b>	<b>(27,610)</b>	<b>(27,960)</b>	<b>(30,170)</b>	<b>(30,350)</b>	<b>(30,850)</b>	<b>(33,570)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Activity Group 9: Leisure and Recreation

## What We Do

### **Public Library**

The Kawerau District Library is a local civic space accessible to the public on 6 days a week. The type of resources and delivery methods have changed over the years but the following core roles remain as:

**Library services** - Provide community based services for all with programming, activities and venue.

**Collections** - Collect, curate and provide a wide range of content to the community in multiple formats.

**Reading and literacy** - Encourage reading for pleasure and support literacy in all its forms.

**Lifelong learning** - Support individuals with lifelong learning and research needs.

**Community identity, culture and history** - Collect, create, celebrate and make available local content and history.

### **Museum**

The Kawerau District Council took over the ownership of the Sir James Fletcher Kawerau Museum in January 2009. Prior to this, it was run by a community trust. The Museum is located in the Kawerau District Library building and has the same operating hours and accessibility. Traditionally, museums are buildings or institutions dedicated to the acquisition, conservation, study, exhibition, and educational interpretation of objects having scientific, historical, cultural or artistic value. The Kawerau Museum has a narrower focus of collecting, preserving and communicating the history of the Kawerau community and surrounds. This is achieved through the following core roles:

**Collections** - Collect and conserve past and current historical material relevant to the community of Kawerau.

**Public programmes** - Educate, exhibit and provide the community with information relating to the community of Kawerau.

**Customer services and community relationships** - Support customers with study, research and learning queries, and develop relationships with the local community and heritage sector.

### **Swimming Pools**

The Maurie Kjar Memorial Swimming Pool Complex is a year round geothermally heated facility offering free public entry during opening hours. The complex contains a large 30 metre pool which is divided by a bulkhead into a 25 metre pool and a five metre pool, as well as a spa pool and two small children's pools. A barbeque area and picnic tables can be used for family and social occasions.

During the colder months the water temperature of all the pools is kept in the range of the high 30 degrees centigrade. In summer, the temperature of the swimming pools is reduced so they are suitable for physical activity.

Outside Council operating hours the complex is available for private hire for the swimming club, organised fitness activities, functions and groups camping in self-contained motorhomes. Over summer, local and neighbouring schools, groups and learn to swim classes are run in the pools during opening hours. These users pay a hire charge.



## **Public Halls and Facilities**

Council owns and operates four community halls: Town Hall, Concert Chamber, Recreation Centre and Bert Hamilton Hall. All are available for hire for functions and events. Discounts are offered to encourage use by local and charitable groups. A facilities custodian provides access to the buildings and checks and cleans the buildings after use.

**The Town Hall** has a stage with the capacity to accommodate large stage sets as well as changing/makeup rooms. Tables and chairs and a certified kitchen are available. There is also heating. A passageway connecting the Town Hall and the Concert Chamber allows for very large events to take place using both facilities.

**The Concert Chamber** has a small stage, sound equipment, air conditioning, tables and chairs and a certified kitchen. It has a much lower ceiling than the Town Hall and is suitable for various functions. The Concert Chamber is designated as the Emergency Operating Centre for any civil defence emergency, however all the halls could play a significant role in the event of a civil defence emergency.

**The Ron Hardie Recreation Centre** has an overall court area of 850 m<sup>2</sup>, a large meeting room and a mezzanine floor measuring 200 m<sup>2</sup>. Over the years the building has been used for a wide range of sports including gymnastics, basketball, netball, tae kwon do, volleyball, badminton and roller derby. It has also been used for large events such as the 'Fight for Life' boxing fundraisers and the annual Woodskills competition.

Formerly managed by a hall committee, **The Bert Hamilton Hall** is a small community hall located in Porritt Drive. It caters for up to 60 people and is ideal for events or meetings which don't require a large amount of space.

The main **Public Toilets** are located in the Visitor Information Centre in Plunket Street and others are on various council facilities and reserves.

## **Parks and Reserves**

Council owns and maintains a significant number of recreation reserves and local purpose reserves in Kawerau. Recreation reserves include 13 reserves which Council regards as 'important reserves' and a number of neighbourhood reserves. Local purpose reserves include esplanade reserves, utility reserves and amenity reserves and strips, planted with trees and flowerbeds to enhance the visual beauty of the District. Administratively, the Parks and Reserves Activity is divided into seven sub-activities: Sports fields; Passive Reserves; Road Berms; Street Trees; Bedding Displays; Playgrounds, and Cemetery.

## **Rationale for Delivery**

The rationale for providing this Group of Activities is to enhance the lifestyle of the community. The Kawerau Cemetery is classified as a reserve and is provided to meet the interment needs of the local community. Council owns and operates public halls for the purpose of providing venues for a range of public gatherings. Public toilets are provided to meet community needs and expectations.

The Leisure and Recreation Group of Activities helps promote the following Council community outcomes:

- Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.
- Council infrastructure and services are accessible, age-friendly, effective, efficient and affordable, now and for the future.

## Programme of Work

Significant areas of work will be:

### **Swimming Pools**

Council has a staged development programme for the swimming pools complex which includes:

- 2015/16 Installing a splash pad for kids  
Upgrading the barbeque area and installing 2-3 smaller stand-alone barbeques, followed by
- 2016/17 Building a second swimming pool.  
(Estimated cost up to \$2.77 m)

Plans to build the second pool are based on an assumption that external funding will be obtained. Council is unlikely to go ahead with the project without external funding.

### **Public Library and Museum**

- Increase the budget for book renewals by \$7,800 each year from 2015/2016 to allow the acquisition of a greater range of material.
- Provide additional staffing of 0.5 FTE from 2015/2016 to enable the provision of adult programmes at the library and museum.

### **Parks and Reserves**

- Assume responsibility for goal post maintenance at Tarawera Park and Firmin Field
- Increase resourcing by two FTEs to increase tree maintenance
- Remove the Boyce Park Toilet Block

## Significant Negative Effects

Negative social effects may be caused in this group of activities by people creating noise or nuisance, or posing danger to other people and property. Significant negative social and economic effects can be caused by shading, injury or property damage caused by trees which have grown very large. Kawerau has a large area of parks and reserves relative to the population of the town. The cost of maintaining these could be regarded as having a negative economic impact.



## Statement of Intended Service Provision

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
LIBRARY								
Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.	Quality Indicators							
	Council provides public library services and resources which suit Community needs	Community satisfaction with the Public Library	84%	Not applicable	86% <sup>26</sup>	Not applicable	86%	Three yearly NRB
		User satisfaction with the Public Library	95%	Not applicable	96% <sup>26</sup>	Not applicable	96%	Communitrak Survey
	Quantity Indicators							
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	The library is accessible to the public	Number of weeks open each year <sup>27</sup>	52	50	50	50	50	Council records
	Council provides public library services and resources which meet Community needs	Number of school holiday programmes offered	4	4	4	4	4	Council records
		Percentage of the population who are active members of the library <sup>28</sup>	New measure	35%	35%	35%	35%	Council records
		Items per capita in the collection	8.5 items per capita <sup>29</sup>	5 items per capita	5 items per capita	5 items per capita	5 items per capita	Council records
	New items per 1,000 population added to the collection each year.	New measure	500	500	500	500	Council records	
MUSEUM								
Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.	Quality Indicators							
	Council provides a museum service which reflects Community needs	Community satisfaction with the Museum	64%	Not applicable	64% <sup>30</sup>	Not applicable	64%	Three yearly NRB Communitrak Survey
User satisfaction with the Museum		95%	Not applicable	95% <sup>30</sup>	Not applicable	95%		
Council infrastructure and								

<sup>26</sup> Average of 2009, 2011 and 2014 Survey Results.

<sup>27</sup> The library opening hours are 10.00 a.m. to 5.00 p.m. Monday to Friday and 10.00 a.m. to 1.00 p.m. Saturday, closed public holidays.

<sup>28</sup> Those who have used library services in the past two years.

<sup>29</sup> Weeding of items is will lower this number.

<sup>30</sup> 2014 Survey Result (not measured prior to 2014).

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.								
	<b>Quantity Indicators</b>							
	The museum is accessible to the public	Number of weeks open each year	50	50	50	50	50	Council records
	Council provides a museum service which reflects Community needs	Number of exhibitions held	14	6	6	6	6	Council records
		Number of historical articles produced <sup>31</sup>	20	10	10	10	10	Council records
		Number of objects accessioned to the museum collection per annum	New measure	200	200	200	200	Council records

<sup>31</sup> Historical articles include a mix of oral histories, exhibition booklets and special event DVDs.

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
SWIMMING POOLS								
<p>Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.</p> <p>Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.</p>	Quality Indicators							
	Council provides a swimming pool complex which reflects Community needs	Community satisfaction with Public Swimming Pools	93%	Not applicable	93% <sup>32</sup>	Not applicable	93%	Three yearly NRB Communitrak Survey
		User satisfaction with Public Swimming Pools	98%	Not applicable	97% <sup>32</sup>	Not applicable	97%	
	Swimming pool water meets water quality standards	Water quality checks	1,793 rounds	At least 336 daily checks	At least 336 daily checks	At least 336 daily checks	At least 336 daily checks	Council records
		Level of compliance with standards	96.4%	Full compliance in 95% of tests	Full compliance in 95% of tests	Full compliance in 95% of tests	Full compliance in 95% of tests	Council records
	Quantity Indicators							
	Council provides a Swimming Pool Complex which is accessible to the Community	Weeks open per year	50	At least 48	At least 48	At least 48	At least 48	Council records
PUBLIC HALLS AND FACILITIES								
<p>Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.</p> <p>Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.</p>	Quality Indicators							
	Council provides a public halls and facilities which reflects Community needs	Community satisfaction with Public Halls	84%	Not applicable	82% <sup>33</sup>	Not applicable	82%	Three yearly NRB Communitrak Survey
		User satisfaction with Public Halls	96%	Not applicable	94% <sup>33</sup>	Not applicable	94%	
		Community satisfaction with Public Toilets	71%	Not applicable	66% <sup>34</sup>	Not applicable	66%	
		User satisfaction with Public Toilets	New measure	Not applicable	83% <sup>34</sup>	Not applicable	83%	
	Quantity Indicators							
	Four Community halls are available for hire: Ron Hardie Recreation Centre,	Number of weeks public halls available for hire	52	Each hall is available for 50 weeks <sup>35</sup>	Each hall is available for 50 weeks	Each hall is available for 50 weeks	Each hall is available for 50 weeks	Council records

<sup>32</sup> Average of 2009, 2011 and 2014 Survey Results

<sup>33</sup> Average of 2009, 2011 and 2014 Survey Results

<sup>34</sup> Average of 2011 and 2014 Survey Results (not measured in 2009)

<sup>35</sup> Each hall is closed for scheduled maintenance for up to two weeks per year.



Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
	Town Hall, Concert Chambers and the Bert Hamilton Hall							
	Clean public toilets are provided in the central business district	Council provides town centre public toilets	Open 364 days (every day except Christmas Day)	Open at least 360 days	Open at least 360 days	Open at least 360 days	Open at least 360 days	Council records
<b>PARKS AND RESERVES</b>								
<p>Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.</p> <p>Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.</p>	<b>Quality Indicators</b>							
	Council provides parks and reserves which meet Community needs	Community satisfaction with Parks and Reserves	94%	Not applicable	94% <sup>36</sup>	Not applicable	94%	Three yearly NRB Communitrak Survey
		Community satisfaction with Community attractiveness and beautification	100%	Not applicable	99% <sup>37</sup>	Not applicable	99%	
	Playing surfaces at sports fields are maintained to the requirements of the codes for which they are used	Implementation of recommendations of NZ Sports Turf Institute advisory reports.	New measure	Not applicable	100%	100%	100%	Council records
	<b>Quantity Indicators</b>							
	Playing surfaces at sports fields are maintained to the requirements of the codes for which they are used	Frequency of grass mowing	26	At least 24 times	At least 24 times	At least 24 times	At least 24 times	Council records
	Council provides an adequate number of reserves for Community leisure and recreation	Percentage of households situated within 500 metres of a reserve	100%	At least 95%	At least 95%	At least 95%	At least 95%	Council records

<sup>36</sup> Average of 2009, 2011 and 2014 Survey Results

<sup>37</sup> Average of 2011 and 2014 Survey Results(not measured in 2009)

Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
<b>PARKS AND RESERVES (continued)</b>								
Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity.	Road reserves are well-maintained and street trees managed to balance private needs with public interests	Frequency of mowing grass berms and other road reserves	19	At least 14 times	At least 14 times	At least 14 times	At least 14 times	Council records
	Bedding displays are attractive and updated to suit the season	Number of bedding displays	2 (1 summer and 1 winter)	2 (1 summer and 1 winter)	2 (1 summer and 1 winter)	2 (1 summer and 1 winter)	2 (1 summer and 1 winter)	Council records
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Responsiveness Indicators</b>							
	Playground equipment is safe for children to use	Investigation of safety-related service requests and if necessary, isolation of the hazard	No safety related service requests were received.	100% within 1 working day	100% within 1 working day	100% within 1 working day	100% within 1 working day	Council Request for Service Database
	<b>Reliability Indicators</b>							
	Playground equipment is safe for children to use	Bi-monthly inspections of all playground equipment	6 inspections conducted	6 inspections conducted	6 inspections conducted	6 inspections conducted	6 inspections conducted	Council records
		Remediation of all identified <sup>38</sup> problems	All repairs completed within 2 weeks	All repairs completed within 2 weeks	All repairs completed within 2 weeks	All repairs completed within 2 weeks	All repairs completed within 2 weeks	Council records

<sup>38</sup> Problems can be identified by users, parents, community members or staff at any time.



Community Outcome	Level of Service	Measure	Current Performance 2013/14	2015/16	2016/17	2017/18	2018/19 – 2024/25	Data Source
<b>CEMETERY</b>								
Council infrastructure and services are accessible, age and disability-friendly, effective, efficient and affordable, now and for the future.	<b>Quality Indicators</b>							
	The Kawerau cemetery meets Community interment needs in the present and the medium term	Community satisfaction with the Cemetery	77%	Not applicable	79% <sup>39</sup>	Not applicable	79%	Three yearly NRB Communitrak Survey
		Visitor satisfaction with the Cemetery	98%	Not applicable	97% <sup>40</sup>	Not applicable	97%	
		Number of complaints about Council cemetery services	0	0	0	0	0	Council Request for Service Database
	<b>Quantity Indicators</b>							
	The Kawerau cemetery meets Community interment needs in the present and the medium term	Number of burial plots available	Enough plots available for a further 20 years.	At least enough for the next five years <sup>41</sup>	At least enough for the next five years	At least enough for the next five years	At least enough for the next five years	Council records

<sup>39</sup> Average of 2011 and 2014 Survey Results (not measured in 2009)

<sup>40</sup> Average of 2009, 2011 and 2014 Survey Results(not measured in 2009)

<sup>41</sup> Based on the average number of sales in the previous two financial years .

## Funding Impact Statement: Leisure and Recreation

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	2,938,370	3,272,320	3,280,420	3,647,480	3,744,460	3,803,370	3,895,050	3,972,030	4,042,070	4,175,840	4,267,870
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	1,080	1,080	1,110	1,140	1,170	1,200	1,240	1,280	1,320	1,360	1,410
Fees and charges	40,840	61,520	63,060	64,720	66,290	68,180	70,220	72,220	74,550	77,120	79,650
Internal charges and overheads recovered	32,980	37,930	41,000	46,260	51,630	57,490	63,160	72,030	83,330	95,200	107,430
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Funding (A)</b>	<b>3,013,270</b>	<b>3,372,850</b>	<b>3,385,590</b>	<b>3,759,600</b>	<b>3,863,550</b>	<b>3,930,240</b>	<b>4,029,670</b>	<b>4,117,560</b>	<b>4,201,270</b>	<b>4,349,520</b>	<b>4,456,360</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	1,710,580	1,867,860	1,836,300	2,019,390	2,074,830	2,126,580	2,174,160	2,230,610	2,278,560	2,350,810	2,415,920
Finance Costs	64,510	92,930	119,670	174,180	170,240	166,830	160,050	155,460	152,080	148,680	145,390
Internal charges and overheads applied	827,800	963,750	969,990	1,041,860	1,060,710	1,073,100	1,125,290	1,121,060	1,153,000	1,224,120	1,218,690
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>2,602,890</b>	<b>2,924,540</b>	<b>2,925,960</b>	<b>3,235,430</b>	<b>3,305,780</b>	<b>3,366,510</b>	<b>3,459,500</b>	<b>3,507,130</b>	<b>3,583,640</b>	<b>3,723,610</b>	<b>3,780,000</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>410,380</b>	<b>448,310</b>	<b>459,630</b>	<b>524,170</b>	<b>557,770</b>	<b>563,730</b>	<b>570,170</b>	<b>610,430</b>	<b>617,630</b>	<b>625,910</b>	<b>676,360</b>

	Annual Plan 2014-15 \$	Forecast 2015-16 \$	Forecast 2016-17 \$	Forecast 2017-18 \$	Forecast 2018-19 \$	Forecast 2019-20 \$	Forecast 2020-21 \$	Forecast 2021-22 \$	Forecast 2022-23 \$	Forecast 2023-24 \$	Forecast 2024-25 \$
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	50,000	1,000,000	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>50,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	250,000	2,770,000	0	0	0	0	0	0	0	0
- to replace existing assets	287,030	598,560	190,160	225,070	358,570	254,730	227,930	252,080	216,130	240,270	256,940
Increase (decrease) in reserves	123,350	(350,250)	(1,500,530)	299,100	199,200	309,000	342,240	358,350	401,500	385,640	419,420
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>410,380</b>	<b>498,310</b>	<b>1,459,630</b>	<b>524,170</b>	<b>557,770</b>	<b>563,730</b>	<b>570,170</b>	<b>610,430</b>	<b>617,630</b>	<b>625,910</b>	<b>676,360</b>
<b>Surplus (deficit) of capital funding (C – D)</b>	<b>(410,380)</b>	<b>(448,310)</b>	<b>(459,630)</b>	<b>(524,170)</b>	<b>(557,770)</b>	<b>(563,730)</b>	<b>(570,170)</b>	<b>(610,430)</b>	<b>(617,630)</b>	<b>(625,910)</b>	<b>(676,360)</b>
<b>Funding balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Breakdown of Capital Expenditure

	<u>Annual Plan</u> <u>2014-15</u> \$	<u>Forecast</u> <u>2015-16</u> \$	<u>Forecast</u> <u>2016-17</u> \$	<u>Forecast</u> <u>2017-18</u> \$	<u>Forecast</u> <u>2018-19</u> \$	<u>Forecast</u> <u>2019-20</u> \$	<u>Forecast</u> <u>2020-21</u> \$	<u>Forecast</u> <u>2021-22</u> \$	<u>Forecast</u> <u>2022-23</u> \$	<u>Forecast</u> <u>2023-24</u> \$	<u>Forecast</u> <u>2024-25</u> \$
Library and Museum											
-Collection Renewals	53,640	63,260	64,840	66,520	68,320	70,300	72,410	74,660	77,120	79,740	82,610
-Office Equipment	0	-	3,191	-	76,259	808	-	1,838	-	-	-
-Fixtures and Fittings	8,270	11,000	-	17,472	6,729	-	-	-	-	-	-
-Building	12,560	10,500	9,538	8,574	25,725	10,713	14,224	18,544	20,252	23,423	37,014
Swimming Pool	38,750	348,870	2,780,660	7,109	11,214	61,107	27,641	6,358	7,563	4,295	2,691
Recreation Centre	15,060	34,160	5,640	5,790	73,240	6,120	6,300	18,719	6,710	6,940	20,659
Town Hall	19,580	36,750	2,133	9,838	2,243	2,306	8,304	17,107	2,522	9,118	2,694
Concert Chambers	2,260	16,700	3,199	9,838	7,850	10,376	5,220	14,663	3,783	11,724	8,082
Sportsfield Buildings & Amenities	26,040	74,580	20,480	23,580	23,600	23,640	26,750	26,780	26,830	26,860	26,880
Passive Reserve Renewals	75,090	133,240	65,850	67,580	58,600	60,300	62,090	64,000	66,130	68,380	70,830
Playground Renewals	33,780	14,500	4,620	3,670	4,790	3,850	4,990	4,070	5,220	4,310	5,480
Cemetery (Building& Carpark)	2,000	105,000	-	5,100	-	5,210	-	5,340	-	5,480	-
<b>Total Capital Expenditure</b>	<b>287,030</b>	<b>848,560</b>	<b>2,960,151</b>	<b>225,070</b>	<b>358,570</b>	<b>254,730</b>	<b>227,930</b>	<b>252,080</b>	<b>216,130</b>	<b>240,270</b>	<b>256,940</b>

# Council Controlled Organisations

## **A Council Controlled Organisation (CCO)**

is a company, trust or other type of organisation in which a local authority holds 50 percent or more of the voting rights or has the power to appoint half or more of the directors. Council is a member of two CCOs:

- Bay of Plenty Local Authority Shared Services (BOPLASS) Ltd
- The Eastern BOP Economic Development Agency, Toi EDA.

**BOPLASS** has signed a Statement of Intent which is agreed with Kawerau District Council and the other member councils. ToiEDA has been exempted from CCO reporting requirements under Section 7 of the Local Government Act 2002.

## **BOPLASS Ltd**

### **Purpose**

- Enable the provision of shared services to any or all local authorities within the Bay of Plenty region. BOPLASS may also sell 'shared' processes and systems as set up under individual agreements to local authorities outside the region.
- Pursue all opportunities to procure shared services that will benefit the community in the widest sense, through enhanced back

office services and/or reduced costs for councils.

- Explore all possible avenues to provide these services itself or contract them from outside parties, each depending on a rigorous business case and risk assessment.
- BOPLASS will also act as a true regional vehicle to attract government and other funding, if or when it is made available.

### **Ownership and Control**

The shareholding Councils of BOPLASS are:

- Bay of Plenty Regional Council
- Gisborne District Council
- Opotiki District Council
- Rotorua District Council
- Taupo District Council
- Tauranga City Council
- Western Bay of Plenty District Council
- Whakatane District Council
- Kawerau District Council.

### **Nature and Scope of Activities**

To investigate, develop and deliver shared back office services and communications where and when that can be done more effectively for any combinations of some, or all of the councils.

## **BOPLASS Performance Measures and Targets – 2015 to 2018**

Target	Measure
Investigate new Joint Procurement initiatives for goods and services for BOPLASS councils.	A minimum of four new procurement initiatives investigated. Initiatives provide financial savings and/or improved service levels to the participating councils.
Provide support to BOPLASS councils that are managing or investigating Shared Services projects.	0.25 FTE assigned to directly developing councils' shared service opportunities and measured from project job tracking.
Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.	All NZ councils are made aware of the Collaboration Portal and its benefits. Portal is operational outside of the BOPLASS group with a minimum of five additional councils having utilised the portal.
Ensure appointed vendors remain competitive and continued best value is returned to shareholders.	Contracts due for renewal are tested for competitiveness in the marketplace. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors.
Review governance performance and structure to ensure it supports BOPLASS' strategic direction.	Affirmative feedback received from shareholding councils at least annually.
Communicate with each shareholding council at appropriate levels.	At least one meeting per year.
Ensure current funding model is appropriate.	Performance against budgets reviewed quarterly. Company remains financially viable.

## Toi-EDA

### **About Toi- EDA**

Toi-EDA is the Eastern Bay of Plenty Regional Economic Development Agency set up by three territorial authorities (Kawerau, Opotiki and Whakatane) and Te Rūnanga o Ngāti Awa on behalf of the Mataatua Iwi Forum.

The primary objective of Toi-EDA is to make a positive difference to the Eastern Bay of Plenty economy by supporting sustainable business and industry and increasing productivity by focusing on the region's natural and human resources.

Toi-EDA provides social benefits rather than making a financial return. Accordingly, it is designated as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

### **Toi-EDA as an Exempt CCO**

Until 2010, Toi-EDA was required by legislation to meet a number of reporting requirements which were considered onerous and expensive in relation to its size. On 30 March 2010, Council resolved that Toi-EDA would become an exempt CCO under the Local Government Act. As an exempt CCO, the reporting requirements of Toi-EDA are similar to those of other Council activities. This allows Toi-EDA to focus more of its limited resources on economic development. This change has not affected the nature or delivery of the services delivered by Toi-EDA.

### **Trustees**

Toi-EDA operates under a Trust Deed. Toi-EDA's trustees are experienced business people and community leaders who play a vital role in leading and guiding the organisation. They bring with them a wealth of experience and skills spanning commercial, finance, governance and business development, as well as entrepreneurial skills.

The role of Trustees is to:

- Provide strategic leadership and oversee strategy.
- Meet and network with key stakeholders.
- Provide advocacy.
- Ensure sustainable economic development.
- Monitor progress.
- Provide governance.
- Generate ideas / foster growth.
- Influence the community and stakeholders.
- Support staff.
- Take positions / prepare submissions on major developments.
- Perform a custodial role over resources

### **Significant Policies and Objectives in regard to Ownership and Control**

- To attract people to work, live and play in the Eastern Bay of Plenty.
- To align Toi-EDA with regional and national economic development activity.
- To encourage alignment with Maori economic development.
- To support and develop industry.
- To align training and education with employment needs.
- To advocate for improved infrastructure and transportation.
- To foster communication with the community and partners.
- To secure and diversify the Toi-EDA funding base.

### **Nature and Scope of Activities**

- Developing and implementing a co-ordinated marketing strategy to attract more people to visit and live in the region.
- Identify, support and grow events that attract visitors and promote the Eastern Bay of Plenty.
- Advocate for new facilities and event resources.
- Promote conference opportunities.
- Implementing economic development projects.

