



LONG

TERM

PLAN

2021-31





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FINDING YOUR WAY AROUND THIS LTP

VOLUME ONE introduces our 10-year plan. You'll also find Council activities, prospective financial statements for 2021-31, rates information, and the report from the Auditor General.

VOLUME TWO shares the supporting information, which includes key Council strategies and policies.

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MIHI

Tēnei au ka piki ngā paringa pā tūwatawata,
pā maioro o Maunga Parihaka, kia kite atu
ngā hapū me ngā maunga tapu e.

Ka huri whakaterāwhiti ko taku aro ki te
kapua hōkaia ki rūnga Maunga Rangitihi.

Ka rere atu au ki te kohu tatao ana i ngā
kōhatu teitei o Maunga Manaia.

Ka whakarērea te pou o te whare kia tau iho
rā ki runga Maunga Rangiora.

Ka huri whakautā au kia rere atu ki runga
Otaika ka tau ki Te Toetoe.

Ka hoki whakatehauāuru ki Maunga
Tangihua, ki Maunga Whatitiri.

Ka huri whakararo taku titiro ki a Ngāti
Kahu, ngā uri a Torongare, ko Hurupaki, ko
Ngārārātunua, ko Parikiora ngā maunga e.

Ka haere whakaterāwhiti ki Maunga
Maruata me Maunga Pukepoto.

Tēnei ka hoki ki Maunga Parihaka, kātahi au
ka tau iho e

Ko te wehi kia Ihowa, te timatanga o te
whakaaro nui, tona ingoa ki a whakapainga

Kia rātou kua wehe ki tua o te Arai, moe mai
ra koutou, haere haere haere atu ra.

Hoki ngā kōrero ki a tatou te hunga ora

Ngā mihi o te wā kia tatou katoa.

Tēnā koutou, tēnā koutou, tēnā koutou
katoa

Here I climb the embankments of the great
fortress Mt. Parihaka that I may see my
tribal kinfolk and their sacred mountains.

Eastward does my gaze turn to the clouds
pierced by Mt. Rangitihi.

Now I fly onwards to the mists suspended
above the lofty peaks of Mt. Manaia.

I flee the post of the house to land upon Mt.
Rangiora.

Then I fly inland passing over Otaika to
alight at Te Toetoe.

Then I go westward to Mt. Tangihua and to
Mt. Whatitiri.

There I look northward to Ngāti Kahu
the descendants of Torongare Hurupaki,
Ngārārātunua and Parikiora are their
mountains.

I turn eastward again, now to Mt. Maruata
and to Mt. Pukepoto.

And so, I return to Mt. Parihaka to where
my journey began and now it ends.

Acknowledgements to the lord the
beginning of wisdom, his name shall
blessed.

To those that have departed, may you all
rest eternally, farewell to you all.

I return to us the living and greet us all at
this time.

Greetings to you all.



OUR 10-YEAR ROAD MAP

TŌ TĀTOU MAHERE HUARAHI TEKAU TAU

NĀU MAI, HAERE MAI KI TŌ TĀTOU WHAKAMĀHERE PAE TAWHITI 2021-31.

Ko te māhere huarahi tēnei mō ngā tau tekau e whai ake nei, ki te haere ake nei tātou i ngā kawekawe o te mate urutā (Mate Korona), ki te aronui hei hangaia tētahi Rohe whakawhāiringa, tētahi Rohe aumangea, tētahi Rohe whakauka.

Ahako te rangirua nō nā tata nei, e tīahoaho ana ko te wero tuatahi o tō tātou Rohe te whakahaeretia o te whakatipu. He aha tēnei? Me arotahi tonu tātou ki ēnei whāinga:

- te whakariterite mō te ahuarangi ora , me te arotahinga i te whakauka
- te whakapai o tō tātou huarahi, me ēra atu nekeneke
- te whakahaumanu o te pokapū o te tāone
- te rōpu tautoko o Te Kāwanatanga o Aotearoa mō te hanga whare
- te hapahapai o ngā āheinga ā mua – ōrite i te whakawhānui o Northport, i te whakaneke o te Tauā Moana

I te wā o tō mātou uiuinga hapori, i whakaaranga mātou ki ētahi kōwhiri hei kōrero ngā kaupapa matua, ngā wero me ngā kōwhiringa mō Whangārei. E waingōhia ana mātou te whakarongo ki tētahi pānga riterite nui ake o te hapori i mua atu. Kua whakamanawatia mātou te tiki ake i te whakamāhere, he whakamāhere e kōrerotia i ngā wawata o tātou katoa mō Whangārei.

I kōrerotia mātou e ngā tāpaetanga hapori, kia kitea e koutou te mahi nui o Te Kaunihera i te whakautu me te hanga whare. Nā reira, kua tāpiri mātou i te mahere pūtea rawa i te whakaitinga o te para, me te hanga whare mō ngā kaumātua. I tohaina e mātou he pūtea hoki mō ētahi atu kaupapa, ētahi atu hinonga hei whakahirihira mō te hapori. I tautoko te nuinga o ngā kaiwhakatakoto i tō mātou whakangao tonu i ngā kaupapa matua me te kaupapa kei raro, hei whakatūturutia mātou te noho ake i te kunanga, ā, hei tūtaki mātou i te te kawatau tupu ake o tō tātou hapori.

He rēti whakapiki motuhake tēnei LTP. Ko 7% tērā i te tau ahumoni 2021-22. Ko tēnei whakapiki he 0.5% nui ake i te 6.5% whakarahi e kōrerotia e mātou i te hapori. Ka hipokina taua whakapiki i te takarepa nā te rēti whakapiki iti iho o tērā tau i te wā hamaruru i muri i te Rahui Kowheori-19 (OR Rāhui Mate Korona). Ka taea e mātou hoki te taitoko o ētahi tono pūtea i tae mai i ngā tāpaetanga hapori. Ko te rēti whakapiki mā te toenga o ngā tau o te LTP, ko 4.5%.

Ko tō tātou wawata he Whangārei (or could use rohe) whakauka – ko te taiao me ō tātou hāpori katoa hoki. Ka wawata hoki tātou kia urutomo ake hei kitea e te katoa e noho mai nei ngā hua. Tītiro ake tēnei LTP, arotahi ā mua – kia whakatūturu e tīkei tātou ināianei hei hangaia aumangea ake tō tātou wāhi, tō tātou hāpori, tō tātou taiōhanga i tēnei wā me te wā a mua.

WELCOME TO OUR 2021-31 LONG TERM PLAN. This is Whangarei's road map for the next 10 years as we move on from the impacts of the pandemic, and focus on building an inclusive, resilient and sustainable District.

Despite recent uncertainty, it's clear that managing growth remains our District's number one challenge. This means we need to continue to prioritise:

- preparing for climate change and focusing on sustainability
- improving our roads and other ways of getting around
- revitalising our city centre
- supporting central government on housing and
- advocating for future opportunities – like Northport expansion and Navy relocation.

During our community consultation, we put forward some options for addressing Whangarei's key issues, challenges and opportunities. We were grateful to hear from a much larger proportion of the community than usual; this has given us confidence to proceed with a plan that represents our collective aspirations for Whangarei.

Community submissions told us that you'd like to see Council doing more in the areas of sustainability and housing. In response, we've added extra budget for waste minimisation and pensioner housing, as well as funding for other projects and initiatives that are important to our community. The majority of submitters also supported our plans for continued investment in key projects and infrastructure to ensure we keep ahead of growth and meet the changing expectations of our community.

This LTP has a one-off, larger rates increase totalling 7% in the 2021-22 financial year, which is 0.5% higher than the rise of 6.5% that we asked the community about. This is to cover the shortfall from our smaller rates increase last year after the COVID-19 lockdown, as well as enabling support for funding requests that came through community submissions. The rates increase for the remaining years of the LTP has been set at 4.5%.

We want to be sustainable – both for our environment and communities, and more inclusive to ensure all who live here see the benefits. This LTP is forward-looking and future focused – ensuring that we're taking steps today to make our place, community and economy more resilient now and into the future.

Nga mihi
Sheryl Mai,
Mayor



Your Elected Members



Mayor Sheryl Mai

All communications to Her Worship go to the Mayor's personal assistant.

Phone 09 470 3029

Email mayor@wdc.govt.nz



Councillor Greg Martin

Hikurangi-Coastal Ward

Home 09 433 5629

Mobile 027 283 6147

Email Cr.Martin@wdc.govt.nz



Deputy Mayor Greg Innes

Whangarei Heads Ward

Mobile 027 495 3382

Email Cr.Innes@wdc.govt.nz



Councillor Anna Murphy

Hikurangi-Coastal Ward

Mobile 022 649 8730

Email Cr.Murphy@wdc.govt.nz



Councillor Shelley Deeming

Bream Bay Ward

Home 09 432 3779

Mobile 027 275 7330

Email Cr.Deeming@wdc.govt.nz



Councillor Ken Couper

Bream Bay Ward

Mobile 021 464 069

Email Cr.Couper@wdc.govt.nz



Councillor Vince Cocurullo

Okara Ward

Mobile 021 438 952

Email Cr.Cocurullo@wdc.govt.nz



Councillor Jayne Golightly

Denby Ward

Home 021 186 1989

Mobile 021 348 079

Email Cr.Golightly@wdc.govt.nz



Councillor Tricia Cutforth

Denby Ward

Mobile 027 287 0366

Home 09 437 3481

Email Cr.Cutforth@wdc.govt.nz



Councillor Simon Reid

Mangakahia-Maungatapere Ward

Mobile 021 938 268

Email Cr.Reid@wdc.govt.nz



Councillor Gavin Benney

Denby Ward

Mobile 021 256 0126

Email Cr.Benney@wdc.govt.nz



Councillor Carol Peters

Okara Ward

Home 09 437 0185

Mobile 021 557 498

Email Cr.Peters@wdc.govt.nz



Councillor Phil Halse

Okara Ward

Home 09 430 2251

Mobile 027 303 5671

Email Cr.Halse@wdc.govt.nz



Councillor Nicholas Connop

Okara Ward

Mobile 021 453 912

Email Cr.Connop@wdc.govt.nz



HOW WE BUILT THIS PLAN

I PĒHEA MĀTOU TE HANGA O TĒNEI MAHERE



The LTP is the key planning tool for councils. In consultation with our community, we prepare long-term plans every three years. These plans are shaped by our strategic drivers, partnerships with stakeholders, current environment and community input.

Our strategic drivers

OUR VISION

An inclusive, resilient and sustainable District

OUR COMMUNITY OUTCOMES



Efficient and resilient core services

- it is easy and safe for everyone to travel around the District
- there are opportunities to walk and cycle
- the District is well prepared for growth and can adapt to change
- services are supplied in ways that benefit the environment.



Positive about the future

- the District has productive land, people and a thriving City Centre
- there is a fair urban/rural balance
- Council has clear, simple documents and rules
- the District embraces new technology and opportunities.



Caring for the environment

- communities work to keep the environment clean and healthy
- access to the coast is protected
- open spaces in parks and streets are places where nature thrives
- the District is positively adapting to climate change.



Proud to be local

- the District is neat, tidy and looks attractive
- public areas feel and are safe
- there is always something to do and see
- there are opportunities for people of all abilities, ages and life stages to be active
- all of our cultures are valued and celebrated.

Everything Council does is guided by our four Community Outcomes – these are based on what our community tells us is most important to them.

THE FOUR WELL-BEINGS

The four well-beings are included within the purpose of the Local Government Act. It sets out that as a council we play a broad role in promoting social, economic, environmental and cultural well-being of our communities. Each well-being is described below.



Social well-being

Involves individuals, their families, whanau, hapū, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.



Environmental well-being

Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.



Economic well-being

Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity.



Cultural well-being

Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.



Partnership with Māori

Whangārei District Council is committed to Māori participation in decision making.

In 2020 the Te Kārearea Strategic Partnership Forum Standing Committee was established after many years work by hapū and Council.

Council also voted to establish one or more Māori wards for the 2022 and 2025 triennial Local Government elections.

Partnership with Māori helps us deliver all our collective aspirations for Whangārei – working closely together on decision making, early project planning and programme delivery.



Key community issues

As we built this LTP, we gathered information from all sorts of sources, including previous community consultations, Statistics New Zealand, economic reports, government agencies and Council's existing strategies, plans and policies. This gave us a good idea of the current and future needs of the District. We then tested these with our community and sought feedback on some of our key issues.

Formal consultation with our community took place across March 2021. Along with an overview of our plan and aspirations, we also sought feedback on:

- proposed changes to rates
- event facilities
- new funding for climate change and sustainability
- plans to make improvements to James and John Street to help revitalise our city centre.

Through the LTP process we heard from many different people across the District. We held 15 public meetings, including meeting with Nga Hapū o Whangārei at Terenga Parāoa Marae. Our Forum North meeting was livestreamed to Facebook and included a sign language interpreter.

A highlight of this consultation was the LTP 'Family Fun Day' event. The event was very well attended with an estimated crowd of just over 3,000 people.

In total, we received 2,886 submissions from members of the public, organisations, groups and businesses. A total of 125 submitters spoke to their submission in the hearings.

Councillors considered all submissions, deliberated on which requests will be included and made changes to the LTP. These changes are described in the next section.





Changes we made in response to feedback

Extra funding across a range of areas was added to the LTP in response to community feedback. Housing and sustainability were two key areas where it was highlighted that Council could be doing more; Council has responded to this by allocating further funding as outlined below.

Housing

The community told us through consultation that they would like to see Council do more in the area of housing. With housing pressures across New Zealand fast increasing, we have added an extra \$2 million for new pensioner housing, increasing the total allocation to \$4 million. New funding was also added for a housing strategy, which will be developed in support of the housing sector and central government.

Climate change and sustainability

Council also saw a majority of submitters asking Council to do more around climate change and sustainability. Elected members responded to this by confirming the \$3.7m of new funding that we consulted on. We also increased the contestable fund by \$100k p.a. for community waste minimisation projects and clean ups.

Rates

Councillors ran a disciplined process while working through community requests and balancing these with affordability. Through deliberations, Council committed to a further 0.5% increase to the 6.5% rates increase in Year One proposed in the Draft Long Term Plan to enable support for funding requests that came through community submissions, bringing the total increase for the 2021-22 financial year to 7%.

The Year One rates rise is a one-off, larger increase to cover the shortfall from Council's smaller rates increase following the COVID-19 lockdown, and to respond to community submissions. The rates increase for the remaining years of the Long Term Plan is projected to be 4.5% (assuming LGCI remains at 2.5% p.a.).



Other changes

There were many other changes made to the LTP as a result of community feedback and Council deliberations. A full list of changes is available below.

- Housing strategy (\$150k in Year 1)
- Contestable grant funding increase (additional \$100k p.a.)
- Additional \$2m for new Council delivered pensioner housing (\$1M p.a. over the next four years)
- Old Municipal Building repair and enhancement (\$124k in Years 7-10)
- District-wide bike security infrastructure (\$1m)
- Carpark for new Ruakaka Recreation Centre (\$1m)
- Whangarei Art Museum air conditioning unit upgrade (estimated \$365k)
- Additional \$50k for Raumanga playground development
- Cat de-sexing, microchipping and registering programme subsidy (\$15k in Years 1-3)
- 'Gomez Park' proposal grant funding (\$30k in Year 3)
- Seed funding for 800-1000 seat theatre at Forum North (\$6.3m inflated in Year 8-10)
- Oakura Wetland Project grant funding (\$30k in Year 1)
- Whangarei Art Museum operational funding (\$200k in Year 1, \$100k in Year 2 and \$50k in Year 3)
- Predator control for Parihaka Scenic Reserve (\$50k p.a.)
- Additional \$5.9m for replacement of the Semenoff Stadium roof
- Te Karearea budget increase of \$70k p.a. (inclusive of \$40k p.a. set aside for Hikurangi Repo)
- Contestable funding for community waste minimisation projects and community clean ups (\$200k p.a.)
- Waste minimisation budget (\$75k in Year 1 and then \$200k p.a for the remainder of the 10 years)





WHERE WE ARE TODAY

KEI HEA TĀTOU INĀIANEI



This next section provides the context for this LTP – highlighting our most important needs and our community's aspirations for our District.

Our most important needs

While a lot has changed over the past few years, some things remain just as important as ever.

We need to get the basics right for Whangārei

This means continuing to look after and invest in key infrastructure like our roads, pipes, and community spaces.

We need to stay future focused

Growth has been sustained and we need to keep ahead of this. Whangārei is not far off hitting a population of 100,000 – and we are expected to grow to about 115,000 people by 2031. We need to ensure our infrastructure, facilities and services can cater to a growing District and meet the needs of a growing population of older residents.

We need to meet changing expectations

We all want to see Whangārei thrive. Expectations around what people want to see and experience in Whangārei have increased – but to do more, we need to

spend more. This includes spending money on things like the effects of climate change, improving our roads, and revitalising our City Centre.

Housing remains a challenge

Just like the rest of New Zealand, housing is a key issue. Whangārei has seen a dramatic increase in house prices and rents, as well as a boom in the number of housing being built. We do have enough land and infrastructure to meet future demand for new houses. However, limited choice of housing options and decreasing affordability result in real difficulties for those entering into home ownership or renting. Beyond our planning and regulatory functions, most key housing decisions are made by central government. We recognise our important role in working in partnership and advocating for housing investment in Whangārei. We also have an important role in managing our pensioner housing stock.

Preparing for possible future COVID-19 resurgences

The uncertainty of a pandemic means that we need to plan for the possibility of future COVID-19 resurgences and lockdowns.

Should our District go into sustained lockdown again, we would do what we can to support our community. Proposed rates increases may need to be reduced and cuts could be made to operational budgets. To lessen the impact on service delivery, we could look to use debt to replace lost revenue in a particular year. If we were to do this, we would stay within our debt limit.

This may result in an unbalanced budget. Any reduced rates increase in a particular year could be recovered throughout later years of the Plan by implementing an additional increase as laid out within this Plan. This approach provides us with flexibility without changing our direction.

See www.wdc.govt.nz/COVID19 for more details.

Genetically modified organisms (GMOs)

We have an ongoing commitment to policy work in this area. Council has adopted a precautionary approach to the management of biotechnology in general, and to GMO land uses. It will continue to investigate ways of keeping our District free of GMOs until outstanding issues such as liability, economic costs and benefits, environmental risks and cultural effects are resolved.

Together with other Northland and Auckland councils on the Inter-Council Working Party on GMO Risk Evaluation and Management Options, Council has committed to investigating possible local and/or regional management of GMO land uses under the Resource Management Act. Any further costs in relation to appeals will be reported back to Council prior to proceeding.





Your aspirations for Whangārei

Council's job is to take on board the things our community wants and expects from us – like providing services and managing infrastructure (things like roads, parks, playgrounds and water pipes).

We hear this feedback in a variety of ways, through formal consultations and engagement, public meetings, online, or the conversations you have with your elected members.

KEY PRIORITIES

Based on feedback from our community, Council identified a set of priorities to deliver improvements on:

- transport (roading, public transport and other ways of getting around)
- housing
- revitalising our City Centre (creating quality public spaces for people to enjoy shopping, eating out, working and living in the City Centre)
- sustainability (including waste minimisation and responding to climate change).

AIMING HIGH

This is an ambitious Plan. There's a lot in here that we want to make happen for Whangārei – especially with our roads and other ways of getting around.

We will all benefit from these projects in the long term – and in the short-term, these projects will create jobs, provide certainty for the construction sector, and help keep money flowing through our local economy.

As a District, this Plan also allows us to benefit from Government funding through COVID-19 response programmes like the Crown Infrastructure Partners (CIP) programme for 'shovel ready' projects. This will help us deliver projects like the expanding and upgrading of Port Road.



THINGS THAT MIGHT SLOW US DOWN

The delivery of major projects may be impacted following COVID-19 and the disruption it will have on logistics, price estimations, cost of materials and supply chain networks. We also have to factor in things like the capacity of local contractors to do the work, the availability of central government funding for projects and potential government reforms.

Resource management system reform

Reforms will see the replacement of the Resource Management Act with new legislation:

- Natural and Built Environment Act
- Strategic Planning Act
- Climate Change Adaptation Act

This reform will result in broad ranging changes to how we plan for development and activities in the District.

Future for Local Government Review

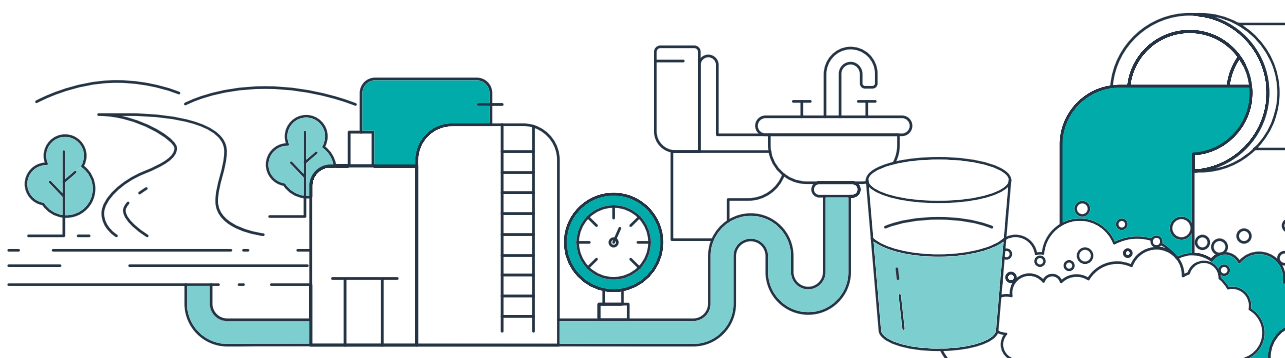
As government looks to reform our planning and three waters (stormwater, wastewater and fresh water) functions, this review will identify how our system of local democracy and governance needs to evolve over the next 30 years, to improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty partnership.

Three Waters reform

Northland councils were already working to integrate and work through opportunities for delivery of three waters services and infrastructure, ahead of the central government reforms announced in 2020. We have signed the Memorandum of Understanding (MoU) with central government, opting in to the first stage of the reform and stimulus programme. The MoU commits Council to engage in the first stage of the reform programme – including a willingness to participate in the reform objectives and the core design features set out in the MoU. Council has secured \$11.8m of government funding for this phase. In mid-2021, the Government is expected to make substantive decisions on the next steps for reform.

Government will consult with communities on this proposed change in late 2021.

Regardless of the outcome of the reforms, our LTP and Infrastructure Strategy includes three waters management and projects. For more information of the government reforms visit www.dia.govt.nz/three-waters-reform-programme



MAKING IT EASIER TO GET AROUND

One of the things we are doing differently in this LTP is boosting the budget for transportation infrastructure – making more money available for improvements to roads, road sealing extensions and developing walkways and cycleways.

Transport infrastructure improvements include:

- a \$47m increase in road sealing over the ten years of the Plan
- Riverside Drive and Onerahi Road upgrades
- new and extended cycleways and shared paths in Kamo, Bream Bay and the City Centre.

Within this plan, we have assumed that government contributions via Waka Kotahi NZ Transport Agency funding will continue at the same material rate as previously agreed, and increase in some areas. However, it is likely that Waka Kotahi will have insufficient funds to subsidise the proposed programme. If government funding decreases, subsidy-dependent projects are likely to be impacted. Council will need to work through these, along with the impact on debt and project prioritisation, and/or the impact on balanced budget when projects are removed.



GETTING READY FOR THE FUTURE

WHAKAREREA MŌ TE WĀ Ā MUA



LTPs outline all things a council does and how they fit together. This section describes some of the key things that will be done over the next 10 years.

Key issues and opportunities

As our population grows and expectations increase, we need to keep investing in our place. To make sure we are on the right track, we checked in during consultation on some plans for revitalising our city centre, funding for event facilities and our response to climate change. Your feedback on these key issues was deliberated by Council and the following decisions were made.

SPACES FOR GATHERING – EVENT FACILITIES IN WHANGAREI

We invest in Council facilities that bring us together, celebrate our arts, culture and heritage, and attract performers and events to our District. Several options have been tabled over the past few years, and all have something great to offer, so we sought input from you on what you'd like us to move ahead with.

HIHIAUA CULTURAL CENTRE

Our community's deep appreciation for the Hihiaua Cultural Centre came through in the feedback, as well as a strong desire to see it keep evolving. Council will proceed with a \$5m grant to support its continued development as a community landing space and unique centre of Maori arts and cultural excellence.

Council has also adjusted the timing of the grant from what was initially proposed in the Draft Plan to meet the needs of the project. We will also investigate capital projects that could provide further support to this important facility.

FORUM NORTH THEATRE

Support for a new 800-1000 seat theatre was also expressed in submissions. In recognition of this, Councillors agreed to continue to work with the Forum North Trust 2013 on the timing of a theatre at Forum North, and the implications for third-party funding. To enable this, \$5m has been allocated as seed funding in the later years of this LTP, with timing to be reviewed through the 2024-34 LTP process.

IMPROVEMENTS TO EXISTING FACILITIES AT FORUM NORTH

The LTP has \$10m for improvements to existing facilities at Forum North in the later years of the Plan.

ORUKU LANDING CONFERENCE AND EVENTS CENTRE

While the Oruku Landing Conference and Events Centre development was supported in Council's original deliberations, some of the conditions our public consultation relied upon were not met. This means that the project will not be going into this LTP; however, we will continue to work with the Government, Northland Regional Council, and Northland Development Corporation to see if the proposal can be revised and delivered.

CLIMATE CHANGE AND SUSTAINABILITY

Council received clear support through the consultation and engagement process for new funding for climate change and sustainability. Based on this feedback, Council is proceeding with \$3.7m in new funding towards climate change mitigation and adaptation and waste minimisation. More funding was also allocated to the contestable fund for community waste minimisation projects and clean ups, as well as some extra funding for Council's own waste minimisation initiatives.

REVITALISING OUR CITY CENTRE – IMPROVEMENTS TO JAMES AND JOHN STREETS

We also consulted the community on our plan to spend \$13m to make improvements to James and John Streets. Following deliberations on the feedback, Council has agreed to proceed with the improvements, which include:

- More pedestrian spaces including seating and native planting
- Reducing vehicle access to allow for outdoor dining, markets and other events and activities
- New street lighting and street furniture.

These improvements will help provide a much-needed connection to the waterfront and create spaces that can easily come alive in a variety of ways – including better dining areas and outdoor markets.



Major projects



RIVERSIDE DRIVE/ONERAHI ROAD

Populations in Whangārei Heads, Parua Bay and Onerahi are expected to continue growing in the next 10 years. Riverside Drive to Onerahi is a critical route for the connection of these communities to the city. The option we have budgeted in this Plan is to upgrade the existing road. The alternative of a bypass could also be considered.

PORT/KIOREROA ROAD INTERSECTION UPGRADE

We're making improvements to the intersection of Port and Kioreroa Roads to handle increasing volumes of traffic through this area.

MORE MONEY FOR SEALING GRAVEL ROADS

We're investing more in getting around with an increase of \$47m for sealing gravel roads. We want to increase our level of service in this area, and better meet the expectations of our communities.

IMPROVING OUR CYCLEWAY AND SHARED PATH NETWORK

We have \$37m in the Plan to keep improving our cycleway and shared path network. The final stage of Kamo Shared Path is planned, which will take the path right through to Station Road. We also have plans for new cycleways in Bream Bay (Waipū to Waipū Cove), Raumanga and the City Centre.

Much of this work is dependent on subsidies from Waka Kotahi NZ Transport Agency. If this subsidy is not secured, changes could be made to this programme.



FUTURE PROOFING OUR WATER SUPPLY – POROTĪ WATER TREATMENT PLANT

As part of our drought resilience work, we will be investing in a full upgrade of the Porotī Water Treatment Plant, as well as an intake and raw water pipeline from the Wairua River.



WHANGĀREI WASTEWATER TREATMENT PLANT ODOUR CONTROL

We're upgrading the Whangārei Wastewater Treatment Plant over the course of this LTP to maintain this important infrastructure and help keep our harbour clean.



CIVIC CENTRE

We are constructing a new civic building in the City Centre, which will provide a welcoming, inclusive and easily accessible customer experience for Whangārei residents.

NEW AIRPORT

Concern surrounding our current airport's ability to meet the District's medium to long-term aviation requirements has not changed. We will continue working to confirm a new airport location, as well as the planning and consenting required for the new site. Operations from a new airport are likely to be outside the 10-year window of this Plan.



ANIMAL SHELTER

Council will be constructing a new animal shelter facility, which will meet all regulatory requirements, provide a secure, safe and friendly environment and meet the additional demand as the population grows. Note budget for this project was decreased through Council's deliberation process and will be brought back to Council if necessary.



FUNDING FOR COMMUNITY

We are continuing our investment in community funding. We are also maintaining our Community Led Project budgets in Tikipunga, Maungatapere, Raumaunga, and Waipū. We also have a new community-led project in Onerahi.



PENSIONER HOUSING

We have budgeted \$5.1m for renewal and maintenance of Council's existing pensioner housing, as well as an extra \$4m over the first four years of the Plan for new pensioner housing stock.



CIVIL DEFENCE AND EMERGENCY OPERATIONS MANAGEMENT

Council has provided for increased investment in the renewal and upgrading of tsunami sirens, along with an operational grant for increased space within the Northland Regional Council's Emergency Operations Centre. This facility will provide greater capacity for Northland to respond to any major emergency events, like tsunami or floods.



MAJOR NEW SPORTSHUB

We're planning to purchase land for a major new sportshub to support the things we do for fitness and fun.

TOWN BASIN PARK

The new Town Basin park will create a new green space on the river's edge that will provide a hub for activities, social interaction and events and provide a key link between the Town Basin, Hātea Loop and City Centre.

POHE ISLAND DEVELOPMENT

We have recently built two new carparks in this area, and future projects include a destination playground, public toilets, bike hub, and marine hub area.

HIKURANGI SKATEPARK

We're gathering feedback from the local community on what they'd like to see in the upcoming refresh of the Hikurangi skatepark.

WALKING TRACKS

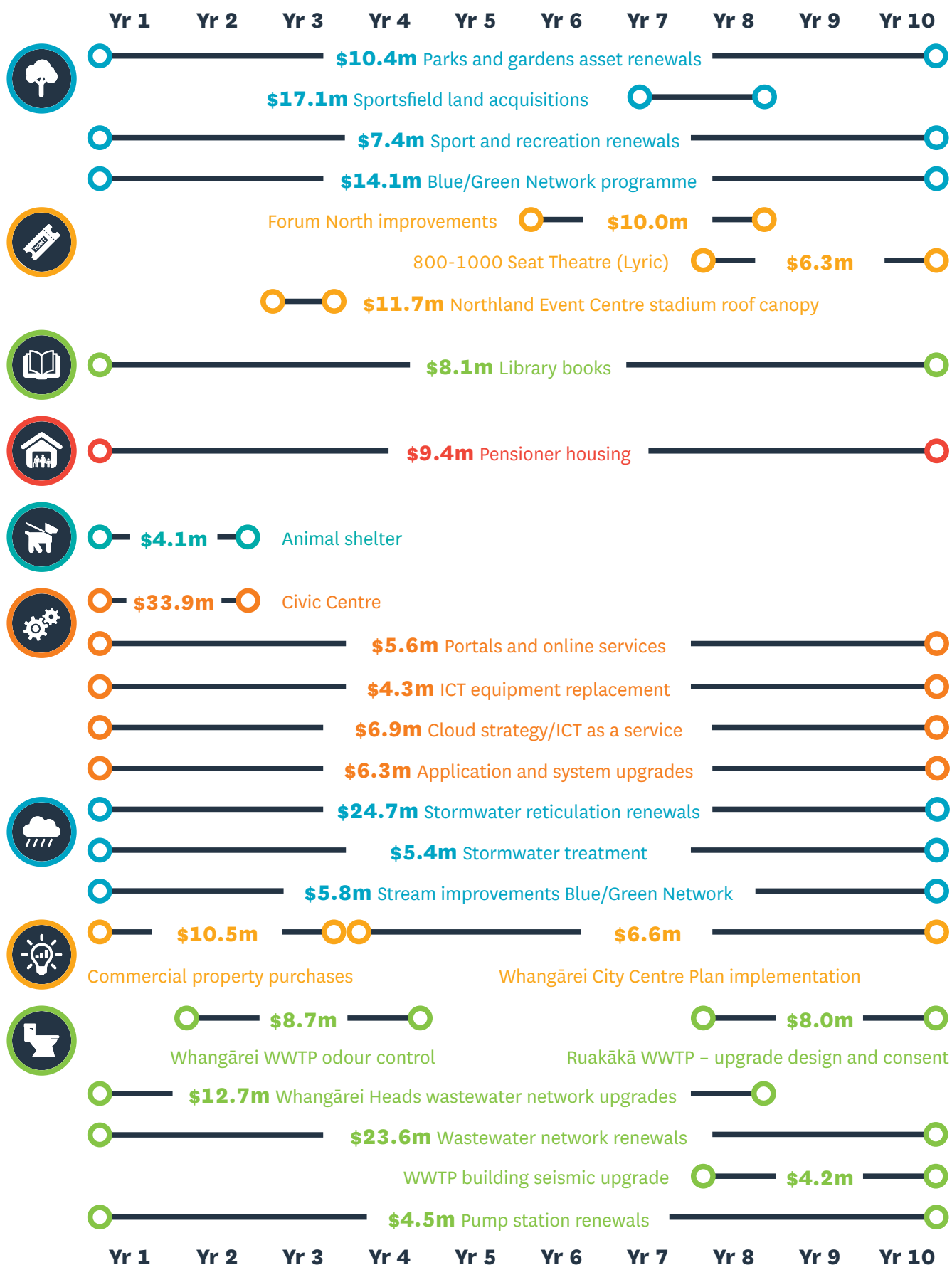
We're upgrading the Goetzee and Abbey Caves tracks for residents and visitors to enjoy.

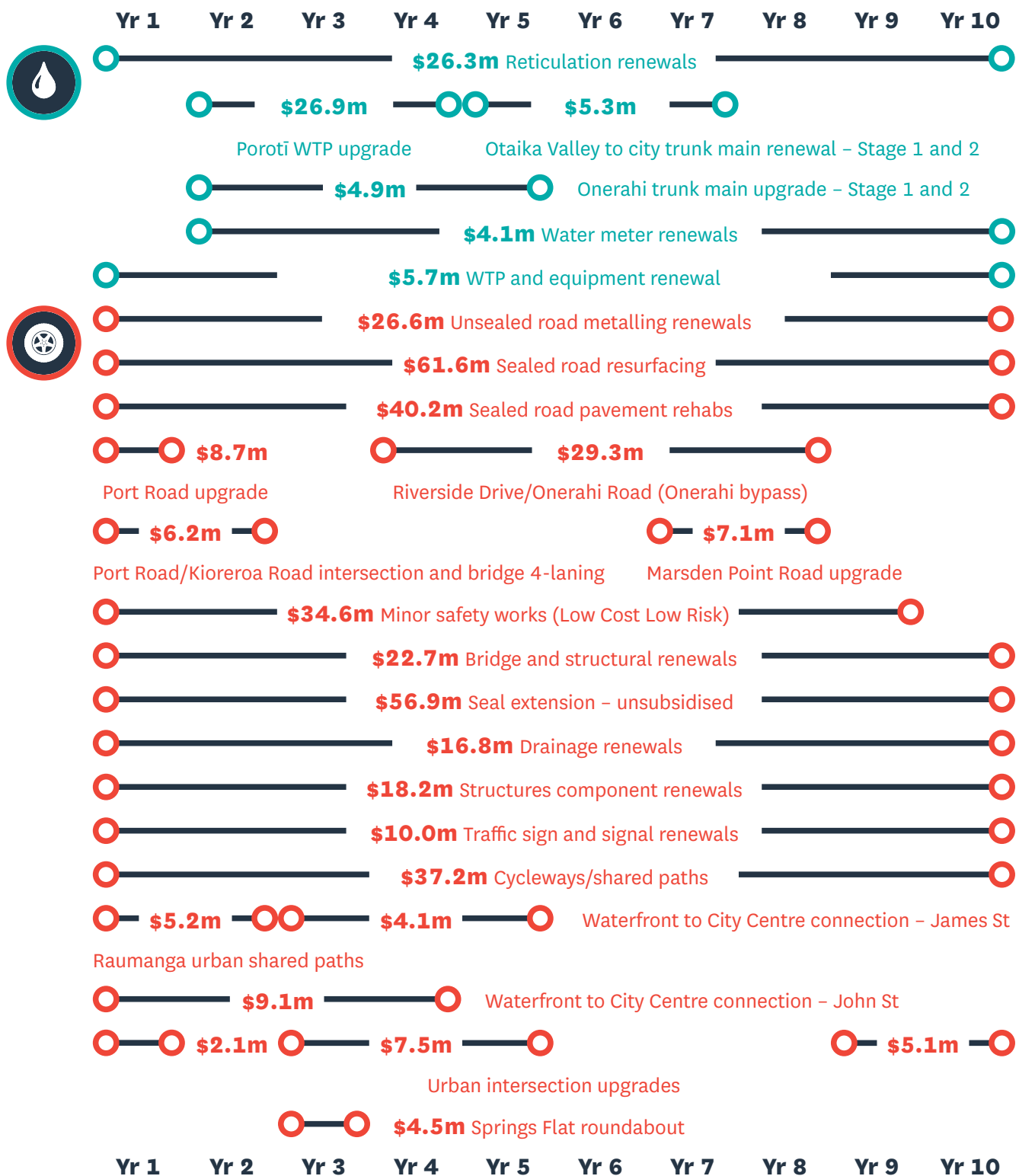
SPORTSFIELDS

Council is working with the Ministry of Education to develop a community sportsfield at Parua Bay. We are also developing two new fields at Ruakākā and providing further support to the Tikipunga Football Hub.



SOME OF OUR MAJOR PROJECTS FOR THE NEXT 10 YEARS







Looking beyond 2031

We're also thinking about what the next 30 years looks like for Whangārei's transportation, stormwater, wastewater, water, solid waste and parks assets.

Population growth and increasing community expectations, climate change, regulatory requirements, technology changes and our capacity to deliver capital works are the key things we are factoring in to this planning.

Council is aiming to maintain the current levels of service across all our key infrastructure, along with a boost in funding for some transportation services (like the sealing of unsealed roads). We're also making a step change in planning new and better ways to get around, including cycleways, shared paths and bus lanes.

With a response to climate change becoming increasingly urgent, we're funding a programme to work with communities to better understand the risks and opportunities and develop climate change adaptation plans. These risk assessments and adaptation plans will help shape the next few decades of our infrastructure management.

Our infrastructure assets are in good shape with many of them at mid-life or lasting longer than projected. This means there is less risk of the failures that can come with older networks. We're committed to maintaining and renewing these assets in a timely and responsible way. Our renewal programme and project planning ensure that the costs are fairly distributed over the next 30 years.





COUNCIL ACTIVITIES

NGĀ MAHI O TE KAUNIHERA

Introduction

WHAT DOES THIS SECTION INCLUDE?








The information provided about each of the activities includes:

- purpose and strategic fit across the organisation
- how the activity contributes to our Community Outcomes
- how the activity aligns with social, economic, environmental and cultural well-beings
- Levels of Service (what Council will provide and to what extent)
- performance measures and targets (these will be used to report Council's achievements back to the community each year in the Annual Report – they're how you will be able to tell whether we have done what we said we would do)
- the money we have budgeted for the activity
- the capital projects associated with the activity.

OUR ACTIVITIES

The work that Council does has been grouped into 10 key activities.

Activity	What it covers
 1. Transportation	Integrated transport system, public transport infrastructure, walking and cycling, carparking
 2. Water	Water quality and safety and resilience of supply
 3. Solid Waste	Waste minimisation, collection and disposal
 4. Wastewater	Wastewater network and treatment
 5. Stormwater	Stormwater management and freshwater quality and catchment planning
 6. Flood Protection	Hikurangi Flood Protection Scheme
 7. Community Facilities and Service	
 Parks and Recreation	Sports and active recreation, playgrounds, walking tracks, natural areas, cemeteries and public toilet facilities
 Libraries	Public libraries
 Community Property	Pensioner housing and community halls
 Community Development	Community-led development, grants and community funding, community safety and advisory groups
 Venues and Events	Council-owned venues and events
 Customer Services	Contact centres and visitor information centres
 Civil Defence	Civil defence response

Activity	What it covers	
	8. Planning and Regulatory Services	
	District Planning	District Plan
	Resource Consents	Resource consents and consent monitoring
	Building Control	Building control, Project Information Memorandums and Land Information Memorandums
	Health and Bylaws	Environmental health and bylaw enforcement
	9. Governance and Strategy	
	Democracy and Assurance	Democracy, legal support and assurance and risk
	Strategy	Strategy development, place-based planning, statutory policies and bylaws and corporate planning
	Māori Relationships	Relationships with hapū and iwi
	District Development	Economic development, destination marketing and commercial property
	10. Support Services	
	Finance services, rates and revenue, people and capability, ICT, communications and business support	

Prospective Summary Funding Impact Statement

\$'000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	60,878	73,194	77,180	81,367	85,864	90,610
Targeted rates	42,906	37,839	39,776	41,586	43,063	44,588
Subsidies and grants for operating purposes	6,415	8,071	8,408	8,656	8,973	9,172
Fees and charges	12,953	16,315	16,715	17,169	17,635	18,068
Interest and dividends from investments	1,216	1,696	1,630	1,643	1,709	1,760
Local authorities fuel tax, fines, infringement fees and other receipts	7,125	9,333	9,307	9,701	10,133	10,250
Total Operating Funding	131,493	146,448	153,015	160,122	167,376	174,447
Applications of Operating Funding						
Payments to staff and suppliers	95,568	109,251	111,123	116,225	115,532	118,588
Finance Costs	7,687	5,588	7,059	8,440	9,410	10,715
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	103,255	114,839	118,181	124,665	124,942	129,304
Surplus / (Deficit) of Operating Funding	28,238	31,610	34,834	35,457	42,434	45,144

\$000

Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31	
Sources of Operating Funding					
95,618	100,902	106,479	112,363	118,572	General rates, uniform annual general charges, rates penalties
46,090	47,649	49,313	50,970	52,698	Targeted rates
9,507	9,784	10,104	10,433	9,383	Subsidies and grants for operating purposes
18,512	18,967	19,433	19,911	20,401	Fees and charges
1,792	1,823	1,858	1,893	1,926	Interest and dividends from investments
10,389	10,509	10,635	10,747	10,877	Local authorities fuel tax, fines, infringement fees and other receipts
181,907	189,634	197,821	206,318	213,856	Total Operating Funding
122,662	126,666	131,864	136,884	141,863	Payments to staff and suppliers
11,652	12,907	14,111	15,272	16,114	Finance Costs
-	-	-	-	-	Other operating funding applications
134,314	139,573	145,975	152,156	157,977	Total Applications of Operating Funding
47,593	50,062	51,846	54,162	55,879	Surplus/(Deficit) of Operating Funding

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	15,317	41,083	16,691	21,889	19,189	23,328
Development and financial contributions	2,990	7,078	7,078	7,078	7,622	7,622
Increase / (decrease) in debt	22,000	33,317	29,511	32,611	16,125	9,545
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	40,307	81,477	53,279	61,577	42,936	40,494
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	11,439	26,233	13,853	27,762	18,238	18,855
to improve levels of service	32,039	70,428	37,442	44,321	37,447	31,292
to replace existing assets	45,769	35,900	32,511	45,354	33,154	35,148
Increase / (decrease) in reserves	(20,702)	(19,474)	4,308	(20,402)	(3,468)	343
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	68,545	113,087	88,114	97,036	85,370	85,638
Surplus / (Deficit) of Capital Funding	(28,238)	(31,610)	(34,834)	(35,459)	(42,435)	(45,144)
Funding Balance	-	-	-	(2)	(1)	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

24,748 24,646 21,496 20,900 21,367 Subsidies and grants for capital expenditure

7,622 8,208 8,208 8,208 8,839 Development and financial contributions

14,350 15,633 18,688 17,656 12,000 Increase/(decrease) in debt

- - - - - Gross proceeds from sale of assets

- - - - - Other dedicated capital funding

- - - - - Lump sum contributions

46,720 48,487 48,392 46,764 42,207 Total Sources of Capital Funding

Capital expenditure

18,775 21,259 16,214 18,105 15,538 meet additional demand

37,933 35,140 30,517 32,613 35,313 improve levels of service

38,543 42,305 38,568 39,785 41,347 replace existing assets

(938) (154) 14,939 10,422 5,888 Increase / (decrease) in reserves

Increase / (decrease) of investments

94,313 98,550 100,238 100,924 98,086 Total Applications of Capital Funding

(47,593) (50,063) (51,846) (54,160) (55,879) Surplus/(Deficit) of Capital Funding

(1) (1) - 1 - Funding Balance

RECONCILIATION BETWEEN PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE AND THE PROSPECTIVE SUMMARY FUNDING IMPACT STATEMENT

	\$000					
	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Surplus / (deficit) after taxation per Prospective Statement of Comprehensive Revenue and Expenditure	3,048	40,079	16,282	19,485	22,629	27,023
Items recognised as revenue in the Prospective Statement of Comprehensive Revenue and Expenditure and as capital expenditure funding sources in the Prospective Summary Funding Impact Statement:						
Subsidies and grants for capital expenditure	(15,317)	(41,083)	(16,691)	(21,889)	(19,189)	(23,328)
Development and financial contributions	(2,990)	(7,078)	(7,078)	(7,078)	(7,622)	(7,622)
Non-cash items recognised in the Prospective Statement of Comprehensive Revenue and Expenditure and not included in the Prospective Summary Funding Impact Statement:						
Depreciation and amortisation	46,564	47,891	50,726	53,553	55,446	58,122
Vested asset revenue	(3,067)	(8,200)	(8,405)	(8,615)	(8,831)	(9,051)
Surplus / (Deficit) of Operating Funding per Council Prospective Summary Funding Impact Statement	28,238	31,610	34,834	35,457	42,434	45,144

\$000

Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31
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29,588	31,243	28,257	29,061	30,863
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Surplus / (deficit) after taxation
per Prospective Statement of
Comprehensive Revenue and
Expenditure

Items recognised as revenue in the Prospective Statement of Comprehensive Revenue and
Expenditure and as capital expenditure funding sources in the Prospective Summary Funding
Impact Statement:

(24,748)	(24,646)	(21,496)	(20,900)	(21,367)
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Subsidies and grants for capital
expenditure

(7,622)	(8,208)	(8,208)	(8,208)	(8,839)
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Development and financial
contributions

Non-cash items recognised in the Prospective Statement of Comprehensive Revenue and
Expenditure and not included in the Prospective Summary Funding Impact Statement:

59,652	61,182	63,040	64,200	65,462
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Depreciation and amortisation

(9,278)	(9,509)	(9,747)	(9,991)	(10,241)
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Vested asset revenue

47,593	50,062	51,846	54,162	55,879
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Surplus / (Deficit) of Operating
Funding per Council Prospective
Summary Funding Impact
Statement



1. Transportation

PURPOSE AND STRATEGIC FIT

The ease of movement of people and goods is of critical importance to our District. The way we move supports economic transactions, growth and development, social cohesion, health and the day-to-day running of our communities. It is one of the most important functions we provide and has been identified by our Council as one of the key strategic drivers for this Long Term Plan.

Strategically, as a core service it is important that our transport network is efficient and provides choice. As our District continues to grow, walking, cycling and public transport infrastructure will become more important.

An integrated, safe, responsive, and sustainable land transport system is a fundamental requirement of every district council under the Local Government Act 2002. We are the road-controlling authority for our District and we are responsible for planning, creating, operating, maintaining and rehabilitating all roads (except State Highways) in a financially responsible manner.

POTENTIAL NEGATIVE EFFECTS

Transportation activities contribute to various negative environmental effects including water quality, air quality, noise and safety-related issues. However, all activities are undertaken in accordance with environmental standards. We invest in walking and cycling across the District to help reduce some of these impacts.

CONTRIBUTION TO THE FOUR WELL-BEINGS

A well-functioning, safe and integrated transport system makes an important contribution across all four well beings:

Key Transportation functions









INTEGRATED TRANSPORT SYSTEM





Contribution to social, economic, environmental, and cultural well-being

Transportation is aligned with and supports growth and development. Provides access to places of work and education. Access to community assets and places of cultural importance including marae.



Key Transportation functions	Contribution to social, economic, environmental, and cultural well-being
FREIGHT NETWORK AND THE MOVEMENT OF GOODS 	Ease and efficient movement of goods support economic activity. This also support existing local businesses and helps attract new businesses to our District.
INFRASTRUCTURE FOR PUBLIC TRANSPORT, WALKING AND CYCLING   	Active transport improves health (physical and mental) which supports social wellbeing. Reduction in pollution and Greenhouse Gas emissions contributes to our environmental wellbeing. More travel options for people to get to work, education and services supports both social and economic wellbeing.
SAFE TRANSPORT OPTIONS    	Reduced accidents and death which supports all four well-beings. A safer transport system will encourage more people to walk and cycle which support social, environmental and economic well being.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 EFFICIENT AND RESILIENT CORE SERVICES Provide a transportation network that enables a range of transport options to facilitate easy and safe travel around our District. Transport networks are managed and planned in a way that ensures it aligns with our District's growth and is supplied in an efficient way.	 CARING FOR THE ENVIRONMENT Future transport infrastructure will recognise the need to adapt to effects of climate change. Walking and cycling can help to protect our environment.

High contribution

Medium contribution



POSITIVE ABOUT THE FUTURE

Our transport network is of strategic importance to our future prosperity. Our transport networks are used by residents to get to and from work, by business to transport goods and by visitors to travel around our District.



PROUD TO BE LOCAL

Maintenance of our local streets helps our District look neat and tidy. The quality design of our streets can make our District safe and more attractive.

LEVELS OF SERVICE

Mandatory performance measures

1.1 Our District's roading network will be maintained in a satisfactory condition and in accordance with national safety and engineering standards.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
1.1.1 The change from the previous financial year in the number of fatalities and serious injury crashes on local road network, expressed as a number.*	≤0	≤0	≤0	≤0
1.1.2 The average quality of a ride on a sealed local road network, measured by smooth travel exposure.	≥85%	≥85%	≥85%	≥85%
1.1.3 The percentage of the sealed local road network that is resurfaced.	≥9%	≥9%	≥8%	≥8%

*does not include roads administered by Waka Kotahi/NZTA



Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
1.1.4 The maintenance of the roads meet the Council level of service targets as specified in our road maintenance contracts.	≥85%	≥85%	≥85%	≥85%
1.1.5 The percentage of the sealed local road network that is rehabilitated.	≥0.4%	≥0.4%	≥0.5%	≥0.5%
1.1.6 The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the LTP.	≥95%	≥95%	≥95%	≥95%

1.2 We will support alternative transport methods.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
1.2.1 The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its Annual Plan, Activity Management Plan, Asset Management Plan, annual works programme or LTP).	≥ 90% in fair or better condition	≥ 90% in fair or better condition	≥ 90% in fair or better condition	≥ 90% in fair or better condition

CHANGES TO LEVELS OF SERVICE

Changes to the Levels of Service and performance measures recognise a need for clear measures that more accurately define the expected level of service. This includes removal of resident survey measures and the introduction of comparable qualitative measures which are recorded as part of our maintenance contracts. Alignment in the wording and targets for non-mandatory measures has also been sought across the four Northland councils.

PROSPECTIVE FUNDING IMPACT STATEMENT: TRANSPORTATION

\$000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	16,018	17,956	19,091	21,540	22,606	23,533
Targeted rates	-	68	140	212	342	473
Subsidies and grants for operating purposes	6,345	7,664	8,061	8,301	8,609	8,799
Fees and charges	1,116	1,748	1,791	1,836	1,882	1,929
Internal charges and overheads recovered	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	776	705	715	727	745	765
Total Operating Funding	24,255	28,140	29,798	32,616	34,185	35,498
Applications of Operating Funding						
Payments to staff and suppliers	14,707	16,945	17,861	18,560	19,299	19,825
Finance Costs	4,588	2,112	2,678	3,186	3,427	4,332
Internal charges and overheads applied	1,232	1,266	1,318	1,350	1,415	1,489
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	20,527	20,323	21,857	23,096	24,141	25,646
Surplus / (Deficit) of Operating Funding	3,728	7,818	7,941	9,520	10,044	9,852



\$000					
Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31	
Sources of Operating Funding					
25,291	26,459	28,571	29,613	31,719	General rates, uniform annual general charges, rates penalties
535	607	736	806	895	Targeted rates
9,125	9,392	9,702	10,021	8,961	Subsidies and grants for operating purposes
1,977	2,027	2,077	2,129	2,183	Fees and charges
-	-	-	-	-	Internal charges and overheads recovered
781	798	818	838	858	Local authorities fuel tax, fines, infringement fees and other receipts
37,710	39,282	41,904	43,407	44,615	Total Operating Funding
20,596	21,290	22,014	22,868	23,796	Payments to staff and suppliers
5,036	5,787	6,798	7,740	8,625	Finance Costs
1,561	1,635	1,789	1,887	1,973	Internal charges and overheads applied
-	-	-	-	-	Other operating funding applications
27,193	28,712	30,602	32,494	34,394	Total Applications of Operating Funding
10,517	10,570	11,302	10,913	10,220	Surplus/(Deficit) of Operating Funding

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	13,949	30,700	16,640	21,836	19,135	23,272
Development and financial contributions	1,261	2,973	2,973	2,973	3,201	3,201
Increase / (decrease) in debt	3,305	(4,081)	5,621	7,544	7,933	8,858
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	18,516	29,591	25,233	32,353	30,269	35,331
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	4,018	18,764	6,159	9,141	10,257	12,778
to improve levels of service	4,947	14,720	13,489	21,271	20,535	20,601
to replace existing assets	23,313	18,205	15,358	16,983	17,831	19,333
Increase / (decrease) in reserves	(10,033)	(14,281)	(1,831)	(5,522)	(8,310)	(7,529)
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	22,245	37,409	33,174	41,873	40,313	45,183
Surplus / (Deficit) of Capital Funding	(3,728)	(7,818)	(7,941)	(9,520)	(10,044)	(9,852)
Funding Balance	-	-	-	-	-	-



\$000					
Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31	
Sources of Capital Funding					
24,692	24,588	21,436	20,840	21,305	Subsidies and grants for capital expenditure
3,201	3,447	3,447	3,447	3,712	Development and financial contributions
6,899	5,663	11,755	9,721	9,004	Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions
34,792	33,698	36,638	34,008	34,021	Total Sources of Capital Funding
Applications of Capital Funding					
Capital expenditure					
13,479	13,181	8,395	8,925	9,105	meet additional demand
20,045	19,733	20,561	19,291	18,907	improve levels of service
19,304	19,993	20,603	20,946	22,017	replace existing assets
(7,518)	(8,638)	(1,619)	(4,240)	(5,788)	Increase/(decrease) in reserves
-	-	-	-	-	Increase/(decrease) of investments
45,309	44,269	47,941	44,921	44,242	Total Applications of Capital Funding
(10,517)	(10,570)	(11,302)	(10,913)	(10,220)	Surplus/(Deficit) of Capital Funding
-	-	-	-	-	Funding Balance



2. Water

PURPOSE AND STRATEGIC FIT

We provide fresh, clean, healthy water to our District. This core service is essential for the wellbeing of our District. Our water supply provides water for households to drink and use and it plays an important role in many industrial, commercial and some agricultural businesses. Water is also provided to fight fires within the spread of our network. The water is delivered via a network of treatment plants, reservoirs, pump stations and pipelines.

Strategically, the focus for the future is on the quality and resilience of this service. We provide water that meets the necessary Ministry of Health standards. We also ensure our water supply is resilient to change through water efficiency programmes and infrastructure upgrades.




Increase periods of drought in the future have a potential impact on Whangārei's water supply at the same time our population and demand for water is likely to continue to grow. Climate change risk assessments will inform adaptive planning and designs in our asset's development and upgrades.





POTENTIAL NEGATIVE EFFECTS

Provision of water can contribute to various negative environmental effects through the abstraction of water from bores and dams. However, all activities are undertaken in accordance with environmental standards. We invest in new technology and methods to assist in reducing some of these environmental impacts.




CONTRIBUTION TO THE FOUR WELL-BEINGS

Water quality and resilient makes an important contribution across all four well beings:

Key Water functions	Contribution to social, economic, environmental, and cultural well-being
WATER QUALITY AND SAFETY   	Safe drinking water is essential for community health across the District. Environmental standards help protect environmental and cultural well-being.

Key Water functions	Contribution to social, economic, environmental, and cultural well-being
RESILIENCE OF SUPPLY    	<p>A resilient supply helps support community health and wellbeing, particularly in periods of drought. Resilience is also necessary to support economic activity including industry and agriculture.</p> <p>Water efficiency and limiting water takes can support cultural, environmental and economic well-being.</p>

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	
	EFFICIENT AND RESILIENT CORE SERVICES <p>The provision of water is a core service. It supports our communities and our commercial, industrial and agricultural activities.</p> <p>Water is supplied in a planned, managed and efficient way to ensure it aligns with our District's growth.</p>
	CARING FOR THE ENVIRONMENT <p>The management of our water supply can support a clean and healthy environment through initiatives such as water conservation.</p>
	POSITIVE ABOUT THE FUTURE <p>New technology will be used to monitor to the quality of our drinking water.</p> <p>The provision of water to appropriate locations across urban and rural areas of our District enables productivity.</p>



LEVELS OF SERVICE

Mandatory performance measures

2.1 We provide safe, high-quality drinking water to all our customers

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
2.1.1 Whangārei District's four water supply areas have approved Water Safety Plans as determined by a Ministry of Health drinking water assessor.	4	4	4	4
2.1.2 Compliance with the 2005 New Zealand Drinking Water Standards' requirements for bacterial monitoring.	100%	100%	100%	100%
2.1.3 Residents satisfaction with the water quality provided by Council (Recorded through the Residents Survey).	≥90%	≥90%	≥90%	≥90%
2.1.4 The extent to which the local authority's drinking water supply complies with: (a) part 4 of the drinking-water standards (bacteria compliance criteria), and (b) part 5 of the drinking-water standards (protozoal compliance criteria).	Fully complies	Fully complies	Fully complies	Fully complies
2.1.5 The total number of complaints received by the local authority 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) the LA's response to any of these issues expressed per 1000 connections to the LA's networked reticulation system.	≤17	≤17	≤17	≤17

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
2.1.6 Where the local authority (LA) attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:				
(a) attendance for urgent callouts: from the time the LA received notification to the time service personnel reach the site	≤ less than 1hr	≤ less than 1hr	≤ less than 1hr	≤ less than 1hr
(b) resolution of urgent callouts: from the time the LA received notification to the time that service personnel confirm resolution of the fault or interruption	≤ less than 4hrs	≤ less than 4hrs	≤ less than 4hrs	≤ less than 4hrs
c) attendance for non-urgent callouts: from the time that the LA receives notification to the time that the LA receives notification to the time that service personnel reach the site; and	≤ less than 12hrs	≤ less than 12hrs	≤ less than 12hrs	≤ less than 12hrs
(d) resolution of non-urgent callouts: from the time that the LA receives notification to the time that service personnel confirm resolution of the fault or interruption.	≤ less than 24 hrs	≤ less than 24 hrs	≤ less than 24 hrs	≤ less than 24 hrs



2.2 The water supplied is continuous and is adequate for customers' use.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
2.2.1 Residents satisfaction with the water flow and pressure provided by Council. (Recorded through the Residents Survey).	≥90%	≥90%	≥90%	≥90%

2.3 In times of emergency there is adequate water supply available.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
2.3.1 Whangārei City Water Supply Area can meet a 1 in 50-year drought. (based on 2009-10 event data adjusted for growth and losses).	≥81%	≥81%	≥79%	≥79%
2.3.2 Water restrictions imposed due to drought (less than 1 in 50 years).	0	0	0	0

2.4 We manage the water supply system in a sustainable way that also caters for growth.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
2.4.1 Residents in our District annually adopt water conservation techniques in their homes and/or businesses (Recorded through the Residents Survey).	≥65%	≥65%	≥65%	≥65%
2.4.2 The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this). WaterNZ Benchloss	≤ Less than 25%	≤ Less than 25%	≤ Less than 25%	≤ Less than 25%
2.4.3 The average consumption of drinking water per day per resident within the territorial authority district.	≤ Less than 500 litres	≤ Less than 500 litres	≤ Less than 500 litres	≤ Less than 500 litres

CHANGES TO LEVELS OF SERVICE

Changes to measures relating to resident's satisfaction, to better align with service delivery. Minor changes have been made to improve the readability of the performance measures.



PROSPECTIVE FUNDING IMPACT STATEMENT: WATER

\$'000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-
Targeted rates	15,226	15,692	16,408	16,941	17,492	18,062
Subsidies and grants for operating purposes	-	-	-	-	-	-
Fees and charges	177	191	199	207	215	224
Internal charges and overheads recovered	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	1,050	521	622	589	15	14
Total Operating Funding	16,453	16,403	17,228	17,737	17,723	18,300
Applications of Operating Funding						
Payments to staff and suppliers	7,324	8,386	8,524	9,308	8,930	9,314
Finance Costs	-	-	-	27	214	147
Internal charges and overheads applied	2,236	2,378	2,468	2,482	2,582	2,714
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	9,560	10,764	10,992	11,817	11,726	12,176
Surplus / (Deficit) of Operating Funding	6,893	5,639	6,236	5,920	5,997	6,124

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

General rates, uniform annual
general charges, rates penalties

Targeted rates

Subsidies and grants for
operating purposes

Fees and charges

Internal charges and overheads
recovered

Local authorities fuel tax, fines,
infringement fees and other
receipts

Total Operating Funding

Payments to staff and suppliers

Finance Costs

Internal charges and overheads
applied

Other operating funding
applications

Total Applications of Operating
Funding

Surplus/(Deficit) of Operating
Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	4,820	-	-	-	-
Development and financial contributions	608	1,564	1,564	1,564	1,684	1,684
Increase / (decrease) in debt	-	-	-	1,106	5,255	(2,321)
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	608	6,384	1,564	2,670	6,940	(637)
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	4,850	3,001	4,292	14,767	5,675	602
to improve levels of service	4,897	2,842	2,248	5,577	2,280	769
to replace existing assets	6,481	4,314	3,335	5,455	4,982	4,115
Increase / (decrease) in reserves	(8,727)	1,866	(2,075)	(17,209)	-	-
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	7,501	12,023	7,801	8,590	12,937	5,487
Surplus / (Deficit) of Capital Funding	(6,893)	(5,639)	(6,236)	(5,920)	(5,997)	(6,124)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

-	-	-	-	-	Subsidies and grants for capital expenditure
1,684	1,814	1,814	1,814	1,953	Development and financial contributions
1,237	2,027	(3,501)	(1,308)	(2,715)	Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions
2,922	3,841	(1,687)	506	(761)	Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure					
162	1,028	34	1,338	641	meet additional demand
2,661	197	130	1,141	492	improve levels of service
6,513	9,117	4,953	5,077	5,460	replace existing assets
-	-	-	-	-	Increase/(decrease) in reserves
-	-	-	-	-	Increase/(decrease) of investments
9,336	10,342	5,117	7,556	6,593	Total Applications of Capital Funding
(6,414)	(6,501)	(6,804)	(7,050)	(7,354)	Surplus/(Deficit) of Capital Funding
-	-	-	-	-	Funding Balance





3. Solid waste

PURPOSE AND STRATEGIC FIT

We collect, process, dispose of and recycle solid waste in our District. Whangarei District Council is bound by legislation to ensure that our solid waste is managed in an effective and efficient manner reducing any potential environmental impact and protecting the public health.

Council's responsibilities for solid waste management come from the Waste Minimisation Act 2008. The District's Waste Management and Minimisation Plan was adopted by Council in 2017. The vision statement in the Plan is: "To deliver community benefits and work towards zero waste to landfill. Whangārei businesses and households will be provided with efficient and effective waste minimisation and management services that recognise waste as a resource."

Waste management and minimisation play an important role for the ongoing sustainability of our District. Waste minimisation, as part of broader sustainability outcomes, was identified as key priority for this Long Term Plan. Our aim is to provide Whangārei District with efficient, effective and safe solid waste services which reduce the quantity of waste generated and discarded, protect public health and protect the environment.

As individuals, communities, companies and governments develop new approaches to managing waste and resources, Council will need to continue to support and influence these developments and react to the changes in the market or in legislation.








POTENTIAL NEGATIVE EFFECTS

Waste can have negative effects on air, land and water. To mitigate these effects, we comply with consents relating to the operation of our transfer station network. The volumes of rubbish disposed of are minimised through effective recycling.

If not appropriately collected and disposed of, solid waste can have significant negative effects on public health. To mitigate negative effects, Council has a reliable collection service and transfer station network available across our District.

CONTRIBUTION TO THE FOUR WELL-BEINGS

The management of solid waste plays an important contribution across all four well beings:

Key Solid Waste functions	Contribution to social, economic, environmental, and cultural well-being
WASTE MINIMISATION    	<p>Waste minimisation and recycling help reduce the potential adverse effects of waste on our environment.</p> <p>Waste minimisation and circular economy principles can have positive economic, social and cultural outcomes.</p>
WASTE COLLECTION AND DISPOSAL   	<p>Safe collection and disposal of waste supports community health and environmental outcomes.</p> <p>The management of waste is an important service for local businesses and industry contributing to economic well-being.</p>



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 CARING FOR THE ENVIRONMENT <p>Waste minimisation, recycling and waste collection limits potential adverse effects on our environment.</p>	 EFFICIENT AND RESILIENT CORE SERVICES <p>Council and its partners provide waste management infrastructure and services for the District including providing a network of rubbish and recycling transfer stations, landfill.</p>
 PROUD TO BE LOCAL <p>A clean environment across our District is vital to our wellbeing as well as our attractiveness to visitors and investors.</p>	

LEVELS OF SERVICE

Mandatory performance measures

3.1 Council will provide kerbside waste and recycling collection services and transfer stations will be operated throughout our District.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
3.1.1 Residents satisfaction with solid waste collection and recycling services and transfer stations (Recorded through the Residents Survey).	≥85%	≥85%	≥85%	≥85%

3.2 Council will foster waste minimisation by supporting recycling and waste reduction practices.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
3.2.1 To reduce waste disposed of to landfill to below 500 kg per person.	<500	<500	<500	<500
3.2.2 To recycle at least 35% of waste collected at the roadside from households.	≥35%	≥35%	≥35%	≥35%
3.2.3 Council will recycle, compost or reuse at least 50% of materials at transfer stations.	≥50%	≥50%	≥50%	≥50%

3.3 Council will provide and empty public litter bins and undertake litter control throughout public places in our District.

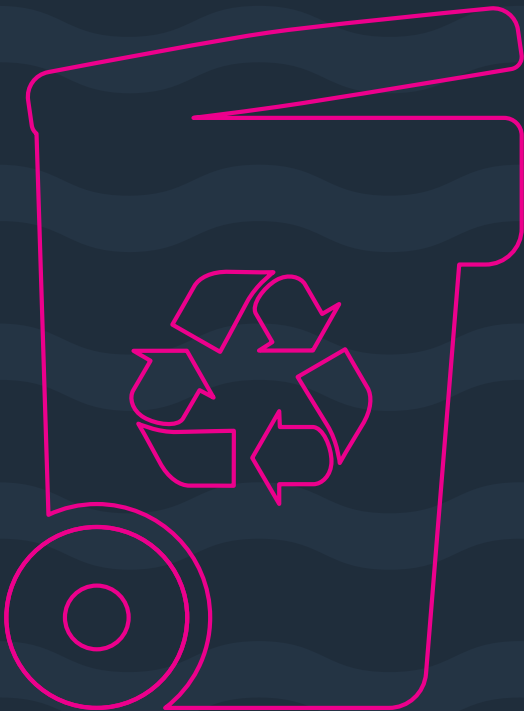
Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
3.3.1 Residents satisfaction with litter control. (Recorded through the Residents Survey).	≥75%	≥75%	≥75%	≥75%

CHANGES TO LEVELS OF SERVICE

Minor changes have been made to improve the readability of the performance measures.



SOLID WASTE ILLUSTRATION HERE



PROSPECTIVE FUNDING IMPACT STATEMENT: SOLID WASTE

\$'000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	-	2,144	5,682	6,107	6,520	6,807
Targeted rates	7,228	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-
Fees and charges	2,362	2,563	2,616	2,671	2,726	2,783
Internal charges and overheads recovered	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	394	657	988	1,336	1,700	1,743
Total Operating Funding	9,985	5,363	9,286	10,114	10,946	11,333
Applications of Operating Funding						
Payments to staff and suppliers	7,453	8,245	9,072	9,898	10,721	11,097
Finance Costs	114	25	25	25	25	25
Internal charges and overheads applied	212	131	137	138	146	155
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	7,780	8,401	9,234	10,060	10,891	11,277
Surplus / (Deficit) of Operating Funding	2,206	(3,038)	53	54	55	57

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

7,045 7,539 7,955 8,363 8,782 General rates, uniform annual general charges, rates penalties

- - - - - Targeted rates

- - - - - Subsidies and grants for operating purposes

2,841 2,900 2,961 3,022 3,085 Fees and charges

- - - - - Internal charges and overheads recovered

1,786 1,831 1,876 1,923 1,971 Local authorities fuel tax, fines, infringement fees and other receipts

11,672 12,271 12,792 13,309 13,838 Total Operating Funding

11,426 12,014 12,519 13,024 13,541 Payments to staff and suppliers

25 25 25 25 25 Finance Costs

163 172 187 198 208 Internal charges and overheads applied

- - - - - Other operating funding applications

11,614 12,211 12,731 13,247 13,774 Total Applications of Operating Funding

58 59 61 62 64 Surplus/(Deficit) of Operating Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase / (decrease) in debt	(247)					
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	(247)	-	-	-	-	-
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	-	-	-	-	-	-
to improve levels of service	-	-	-	-	-	-
to replace existing assets	-	51	53	54	55	57
Increase / (decrease) in reserves	1,958	(3,089)				
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	1,958	(3,038)	53	54	55	57
Surplus / (Deficit) of Capital Funding	(2,205)	3,038	(53)	(54)	(55)	(57)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	Development and financial contributions
					Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions

Total Sources of Capital Funding

Applications of Capital Funding

					Capital expenditure
-	-	-	-	-	meet additional demand
-	-	-	-	-	improve levels of service
58	59	61	62	64	replace existing assets
					Increase/(decrease) in reserves
-	-	-	-	-	Increase/(decrease) of investments
58	59	61	62	64	Total Applications of Capital Funding
(58)	(59)	(61)	(62)	(64)	Surplus/(Deficit) of Capital Funding
-	-	-	-	-	Funding Balance





4. Wastewater

PURPOSE AND STRATEGIC FIT

Wastewater management is a core service that keeps our communities safe, healthy and clean. Strategically, this is an essential service for the overall well-being of our community.

Collectively, our population produces a large amount of wastewater every year. Our job is to maintain and manage the systems to collect this wastewater, and treat and dispose of it in a way that meets a range of legal standards. This protects the health and wellbeing of our communities and of the environment.

Our wastewater network comprises wastewater systems and treatment plants and processes wastewater from over 23,000 connections across our District. We also provide a network of public toilets that contribute to the wellbeing of visitors as well as the local community.



Increasing average temperatures and changes to rainfall patterns will increase pressure on the wastewater network and treatment infrastructure. Coastal hazards will also impact Council's low-lying assets in the wastewater network. We also understand we have a responsibility to manage these risks and protect natural environment and communities. Our climate change risk assessment will inform adaptation opportunities in our wastewater activities.

POTENTIAL NEGATIVE EFFECTS

Sewage discharges to air, land and water affect the receiving environment and public health. Council has invested in targeted programmes to prevent and mitigate the effects of treated and untreated sewage discharges. Compliance with resource consent conditions ensures adverse effects to the environment are avoided, mitigated or remedied.




CONTRIBUTION TO THE FOUR WELL-BEINGS

The management of wastewater plays an important contribution across all four well beings:

Key Wastewater functions	Contribution to social, economic, environmental, and cultural well-being
WASTEWATER NETWORK 	The collection of wastewater is essential for the health of our communities as well as supporting economic activity.
WASTEWATER TREATMENT 	Safe treatment of wastewater that meets environmental, public health and Resource Management Act requirements is essential for both cultural and environmental outcomes.



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 EFFICIENT AND RESILIENT CORE SERVICES The management of wastewater is a core service. It supports our communities, our commercial, industrial and agricultural activities and aligns with our District's growth. Wastewater is managed and planned in a way that is efficient and is able to withstand to large rainfall events.	 POSITIVE ABOUT THE FUTURE New technology will be used at our wastewater treatment plants, including waste-to-energy processes. The management of wastewater in appropriate locations across urban and rural areas of our District enables productivity.
 CARING FOR THE ENVIRONMENT Managing wastewater to agreed standards, with discharges from wastewater treatment plants having no detrimental environmental impact.	

LEVELS OF SERVICE

Mandatory performance measures

4.1 In defined areas, Council will collect, treat and dispose of wastewater through a reliable wastewater network which is managed to ensure blockages, breaks or spillages are kept to a minimum.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
4.1.1 Compliance with Territorial Authority (TA) resource consents for discharge from its sewerage system measured by the number of: (a) abatement notices (b) infringement notices (c) enforcement orders, and (d) convictions received by the territorial authority in relation those resource consents.	0	0	0	0
4.1.2 The number of dry weather sewerage overflows from the TA's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	≤1.35	≤1.35	≤1.35	≤1.35
4.1.3 Residents' satisfaction with the wastewater network and treatment (Recorded through the Residents Survey).	≥70%	≥70%	≥70%	≥70%
4.1.4 The total number of complaints received by the TA about any of the following: (a) sewage odour (b) sewerage system faults (c) sewerage system blockages; and (d) the TA's response to issues with its sewerage system expressed per 1000 connections to the TA's sewerage system.	≤20	≤20	≤20	≤20

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
4.1.5 Where the TA attends to sewerage overflows resulting from a blockage or other fault in the TA's sewerage system, the following median response times measured:				
(a) attendance time: from the time that the TA receives notification to the time that service personnel reach the site; and	≤1 hr	≤1 hr	≤1 hr	≤1 hr
(b) resolution time: from the time that the TA receives notification to the time that service personnel confirm resolution of the blockage or other fault.	≤7 hr	≤7 hr	≤7 hr	≤7 hr



CHANGES TO LEVELS OF SERVICE

Minor changes have been made to improve the readability of the performance measures. Measures relating to public toilets have been moved to the Parks and Recreation Activity Profile.

PROSPECTIVE FUNDING IMPACT STATEMENT: WASTEWATER

\$000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-
Targeted rates	19,494	21,183	22,306	23,488	24,263	25,064
Subsidies and grants for operating purposes	-	69	-	-	-	-
Fees and charges	979	1,055	1,081	1,108	1,136	1,164
Internal charges and overheads recovered	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	8	17	411	848	1,254	1,823
Total Operating Funding	20,481	22,324	23,797	25,444	26,653	28,051
Applications of Operating Funding						
Payments to staff and suppliers	6,075	5,406	5,628	5,323	5,441	5,661
Finance Costs	-	-	-	-	-	-
Internal charges and overheads applied	1,898	998	1,037	1,040	1,097	1,163
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	7,973	6,404	6,665	6,363	6,538	6,825
Surplus / (Deficit) of Operating Funding	12,507	15,920	17,133	19,081	20,115	21,227

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

General rates, uniform annual
general charges, rates penalties

Targeted rates

Subsidies and grants for
operating purposes

Fees and charges

Internal charges and overheads
recovered

Local authorities fuel tax, fines,
infringement fees and other
receipts

Total Operating Funding

Payments to staff and suppliers

Finance Costs

Internal charges and overheads
applied

Other operating funding
applications

Total Applications of Operating
Funding

Surplus/(Deficit) of Operating
Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	1,368	1,670	51	52	54	55
Development and financial contributions	729	1,491	1,491	1,491	1,605	1,605
Increase / (decrease) in debt	(5,607)					
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	(3,511)	3,160	1,542	1,543	1,659	1,660
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	477	1,929	1,163	1,208	1,128	2,676
to improve levels of service	1,357	2,247	2,682	4,960	6,009	2,358
to replace existing assets	2,248	2,386	2,157	2,854	1,942	2,926
Increase / (decrease) in reserves	4,914	12,518	12,672	11,602	12,695	14,927
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	8,997	19,080	18,674	20,624	21,774	22,887
Surplus / (Deficit) of Capital Funding	(12,507)	(15,920)	(17,133)	(19,081)	(20,115)	(21,227)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

56 58 59 61 62 Subsidies and grants for capital expenditure

1,605 1,729 1,729 1,729 1,862 Development and financial contributions

Increase/(decrease) in debt

- - - - - Gross proceeds from sale of assets

- - - - - Other dedicated capital funding

- - - - - Lump sum contributions

1,662 1,786 1,788 1,789 1,924 Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure

3,282 1,790 1,881 1,856 3,597 meet additional demand

3,848 3,192 2,614 3,535 4,248 improve levels of service

3,381 3,917 4,823 4,647 5,175 replace existing assets

13,608 16,614 17,522 18,227 16,767 Increase/(decrease) in reserves

- - - - - Increase/(decrease) of investments

24,119 25,514 26,840 28,265 29,787 Total Applications of Capital Funding

(22,457) (23,728) (25,052) (26,475) (27,863) Surplus/(Deficit) of Capital Funding

- - - - - Funding Balance





5. Stormwater

PURPOSE AND STRATEGIC FIT

Our stormwater network prevents flooding. Stormwater management is a core service and needs to align with the following legislative requirements:

- assess, from a public health perspective, the adequacy of stormwater services available to communities – this includes the actual or potential consequences of discharges
- preparing catchment management plans in accordance with the Northland Regional Plan
- adhering to the freshwater quality objectives of the Northland Regional Plan.

The appropriate management of stormwater is important to ensure the resilience of our communities and the success of our economy.

A changing climate will result in an increase in the number and severity of storms and rainfall events. These will put pressure on our stormwater networks. Our climate change risk assessment will help inform our investment in stormwater infrastructure.








POTENTIAL NEGATIVE EFFECTS

Inadequate stormwater services have the potential to increase flood damage to property, incurring costs and elevated insurance premiums. This can be mitigated through identification of flood-susceptible land through catchment management and District Plans.

Insufficient treatment of stormwater has the potential to adversely affect our environment. This can be addressed through resource consents for stormwater discharges being monitored for compliance against consent conditions. Catchment management plans and environmental engineering standards identify issues and specify treatment, respectively, in relation to the stormwater activities.




CONTRIBUTION TO THE FOUR WELL-BEINGS

The management of stormwater makes an important contribution across all four well beings:

Key Stormwater functions	Contribution social, economic, environmental, and cultural well-being
<div>STORMWATER MANAGEMENT</div> <div></div>	<p>The management of stormwater is essential to protect against flood damage. Flooding can cause loss of life and property. Therefore, this activity is essential in relation to all four well-beings.</p>
<div>FRESHWATER QUALITY AND CATCHMENT PLANNING</div> <div></div>	<p>Catchment planning supports our biodiversity and water quality and therefore our environmental and cultural wellbeing.</p> <p>A healthy water and marine environment also supports economic and social well-being, through tourism and water based activities.</p>



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
<div>EFFICIENT AND RESILIENT CORE SERVICES</div> <p>The management of stormwater is a core service. It supports our communities, our commercial, industrial and agricultural activities and aligns with our District’s growth.</p> <p>Stormwater is managed in a way that is efficient and climate change rainfall events and sea level rise is planned for.</p>	<div>POSITIVE ABOUT THE FUTURE</div> <p>The management of stormwater in appropriate locations across urban and rural areas of our District enables productivity.</p>
<div>CARING FOR THE ENVIRONMENT</div> <p>Investment into infrastructure and natural systems seeks to minimise environmental effects of stormwater run-off into our waterways.</p> <p>Stormwater water management through catchment management plans, resource consents and engineering standards mitigate and manage potential adverse environmental effects.</p>	

LEVELS OF SERVICE

Mandatory performance measures

5.1 Council will manage the stormwater network to minimise flood risks within defined service areas.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
5.1.1 Compliance with the territorial authority's (TA) resource consents for discharge from its stormwater system, measured by the number of: (a) abatement notices (b) infringement notices (c) enforcement orders; and (d) convictions received by the TA in relation to those resource consents.	0	0	0	0
5.1.2 Residents' satisfaction with stormwater drainage service (Recorded through the Residents Survey).	≥70%	≥70%	≥70%	≥70%
5.1.3 The number of complaints received by a TA about the performance of its stormwater system, expressed per 1000 properties connected to the TA's stormwater system. ^c	≤16	≤16	≤16	≤16
(a) The number of flooding events ^a that occur in a TA district; and (b) for each flooding event ^a the number of habitable floors affected ^b expressed per 1000 properties connected to the TA's stormwater system.	0	0	0	0
5.1.4 The median response time to attend a flooding event, measured from the time that the TA receives notification to the time service personnel reach the site. ^a	≤1 hr	≤1 hr	≤1 hr	≤1 hr



Notes

- a A flooding event means an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor (Department of Internal Affairs, 2014). It does not therefore apply outside declared stormwater service areas, or to non-habitable structures such as garages and sheds, or to flooding of yards.
- b While all flooding events will be recorded as per DIA requirements, the target is immunity from storm events with an annual exceedance probability (AEP) of more than 2% (1 in 50 year ARI). This is consistent with District Plan rules for minimum floor level.
- c This target expresses per 1000 properties rather than a total, which would have resulted in a target of 15.7 per 1000 properties. In 2017-18 Annual Plan this was expressed as per 400 properties across the District.

CHANGES TO LEVELS OF SERVICE

Minor changes have been made to improve the readability of the performance measures.

**STORMWATER
ILLUSTRATION HERE**



PROSPECTIVE FUNDING IMPACT STATEMENT: STORMWATER

\$'000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	3,256	4,048	4,751	4,742	6,071	6,969
Targeted rates	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-
Total Operating Funding	3,256	4,048	4,751	4,742	6,071	6,969
Applications of Operating Funding						
Payments to staff and suppliers	1,094	1,250	1,195	1,209	1,310	1,351
Finance Costs	-	-	-	-	-	-
Internal charges and overheads applied	902	1,232	1,284	1,286	1,333	1,406
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	1,996	2,482	2,478	2,495	2,643	2,758
Surplus / (Deficit) of Operating Funding	1,260	1,566	2,272	2,246	3,428	4,212

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

7,486 7,673 7,848 8,128 8,227 General rates, uniform annual general charges, rates penalties

- - - - - Targeted rates

- - - - - Subsidies and grants for operating purposes

- - - - - Fees and charges

- - - - - Internal charges and overheads recovered

- - - - - Local authorities fuel tax, fines, infringement fees and other receipts

7,486 7,673 7,848 8,128 8,227 Total Operating Funding

1,428 1,645 1,672 1,780 1,800 Payments to staff and suppliers

- - - - - Finance Costs

1,447 1,501 1,606 1,659 1,718 Internal charges and overheads applied

- - - - - Other operating funding applications

2,875 3,145 3,277 3,439 3,519 Total Applications of Operating Funding

4,611 4,527 4,571 4,689 4,708 Surplus/(Deficit) of Operating Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	110	-	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	-	110	-	-	-	-
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	-	199	214	219	314	425
to improve levels of service	346	382	1,102	1,047	1,450	1,383
to replace existing assets	913	1,095	957	981	1,663	2,404
Increase / (decrease) in reserves	-	-	-	-	-	-
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	1,260	1,676	2,272	2,246	3,428	4,212
Surplus / (Deficit) of Capital Funding	(1,260)	(1,566)	(2,272)	(2,246)	(3,428)	(4,212)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	Development and financial contributions
-	-	-	-	-	Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions

Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure

436	457	468	480	481	to meet additional demand
1,711	1,471	1,439	1,478	1,507	to improve levels of service
2,464	2,599	2,664	2,731	2,720	to replace existing assets
-	-	-	-	-	Increase/(decrease) in reserves
-	-	-	-	-	Increase/(decrease) of investments

Total Applications of Capital Funding

(4,611)	(4,527)	(4,571)	(4,689)	(4,708)	Surplus/(Deficit) of Capital Funding
---------	---------	---------	---------	---------	--------------------------------------

Funding Balance





6. Flood Protection

PURPOSE AND STRATEGIC FIT

The Hikurangi Flood Protection Scheme helps to minimise flooding across the 5,600 hectares of farmland within the Hikurangi Swamp area.

The aim of the scheme is to protect the farming productivity of land within the swamp area. This is highly productive agricultural land that generates considerable economic benefit to the region.

We are responsible for managing, operating and maintaining the Hikurangi Scheme to ensure the required environmental, cultural and economic results are achieved. The scheme is funded by targeted rates from properties within the scheme area.

Increasing intensity of rainfall events and frequency of flooding will impact Council's flood protection and make farming increasingly unaffordable.





Funding of costly capital improvements or asset renewals e.g. the replacement of pumps with fish "friendlier" pumps remains a contentious issue. Pumps and pump stations are approximately 50 years old and a renewals strategy needs to be determined and agreed upon. It is estimated that these renewals/upgrades will cost upwards of \$40 Million which makes funding through targeted rates problematic. It is considered important that the entire funding and ownership model for the scheme is reviewed over the first couple of years of the LTP.

POTENTIAL SIGNIFICANT NEGATIVE EFFECTS

The scheme impacts on the native fish population, specifically tuna (eels), by presenting barriers to upstream and downstream migration and causing fish fatalities via the pumps. Tuna are of important cultural significance for Māori. To address this, Council has agreed to an interim pump operation protocol in which pumps will not be switched on for a period long enough to allow hapū to manually relocate tuna. The Fishery Management Plan, prepared previously, is considered outdated and Council will be working with stakeholders including hapū, farmers, Department of Conservation and Fonterra to revise this plan in order to better protect the native fish Taonga. Council has actively engaged with local iwi/hapū and other stakeholders on a wider catchment basis.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Flood protection makes an important contribution across all four well beings:

Key Flood Protection functions	Contribution to social, economic, environmental, and cultural well-being
FLOOD PROTECTION IN HIKURANGI SWAMP    	<p>The management of floodwater maintain the economic activity associated with agriculture, which contributes to the wider economic wellbeing of the District.</p> <p>Working alongside hapū, farmers, DoC and Fontarra to update Fishery Management Plans and practices will protect native biodiversity and support cultural and environmental well-being outcomes.</p>

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	
	EFFICIENT AND RESILIENT CORE SERVICES <p>Flood protection provides resilience for agricultural land in Hikurangi.</p>
	CARING FOR THE ENVIRONMENT <p>Investment in flood protection assists in the improvements in water quality within the Kaipara Moana catchment.</p>



LEVELS OF SERVICE

 Mandatory performance measures

6.1 Council will provide a reliable and sustainable flood protection scheme, which is managed to mitigate flooding within the Hikurangi Swamp Scheme area to an acceptable level.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
6.1.1 The major flood protection and control works that are maintained, repaired and renewed to the key standards defined in the local authority's relevant planning documents (such as its Activity Management Plan, Asset Management Plan, annual works programme or Long Term Plan).	Yes	Yes	Yes	Yes
6.1.2 The number of infringement or abatement notices issued by Northland Regional Council in relation to the scheme consent.	0	0	0	0

CHANGES TO LEVELS OF SERVICE

No changes have been made to the levels of service.

**FLOOD PROTECTION
ILLUSTRATION HERE**



PROSPECTIVE FUNDING IMPACT STATEMENT: FLOOD PROTECTION

\$000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-
Targeted rates	1,210	1,161	1,190	1,220	1,250	1,281
Subsidies and grants for operating purposes	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	63	7	24	33	45	60
Total Operating Funding	1,273	1,168	1,214	1,253	1,295	1,341
Applications of Operating Funding						
Payments to staff and suppliers	605	528	545	564	614	637
Finance Costs	15	-	-	-	-	-
Internal charges and overheads applied	9	9	10	10	10	10
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	629	537	555	574	624	647
Surplus / (Deficit) of Operating Funding	644	631	659	679	671	694

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

General rates, uniform annual
general charges, rates penalties

1,313 1,346 1,380 1,414 1,450 Targeted rates

Subsidies and grants for
operating purposes

- - - - -

Fees and charges

- - - - -

Internal charges and overheads
recovered

- - - - -

Local authorities fuel tax, fines,
infringement fees and other
receipts

75 91 108 130 152

1,388 1,438 1,488 1,545 1,602 Total Operating Funding

Payments to staff and suppliers

661 687 715 746 780

Finance Costs

- - - - -

Internal charges and overheads
applied

11 11 11 12 12

Other operating funding
applications

- - - - -

Total Applications of Operating
Funding

671 698 726 757 792

Surplus/(Deficit) of Operating
Funding

717 740 762 787 810



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase / (decrease) in debt	(123)					
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	(123)	-	-	-	-	-
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	-	-	-	-	-	-
to improve levels of service	-	-	-	43	44	45
to replace existing assets	-	95	412	302	309	317
Increase / (decrease) in reserves	521	535	247	335	318	332
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	521	631	659	679	671	694
Surplus / (Deficit) of Capital Funding	(644)	(631)	(659)	(679)	(671)	(694)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

- - - - - Subsidies and grants for capital expenditure

- - - - - Development and financial contributions

Increase/(decrease) in debt

- - - - - Gross proceeds from sale of assets

- - - - - Other dedicated capital funding

- - - - - Lump sum contributions

- - - - - Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure

- - - - - meet additional demand

46 48 49 50 51 improve levels of service

325 333 208 214 219 replace existing assets

346 360 505 524 540 Increase/(decrease) in reserves

- - - - - Increase/(decrease) of investments

717 740 762 787 810 Total Applications of Capital Funding

(717) (740) (762) (787) (810) Surplus/(Deficit) of Capital Funding

- - - - - Funding Balance





7. Community facilities and services

Community facilities and services are a key contributor our District's social, economic, environmental and cultural wellbeing. These facilities and services are also highly valued by our community and contribute to our vision of inclusive, resilient and sustainable District.

This activity includes our:



Parks and Recreation



Libraries



Community Property



Community Development



Venues and Events



Customer Services



Civil Defence



Parks and Recreation

PURPOSE AND STRATEGIC FIT

Council provides parks and reserves for sport and recreation, landscapes and green places. We administer 2,122.88 hectares of land as open space, with an asset value of \$57.7m. This includes:

- sportsfields, playgrounds and skateparks
- natural areas such as native bush, river and coastal margins and regenerating bushlands
- city parks, gardens, street trees and public art
- cemeteries
- public toilets

Strategically, our objective is to create, operate, maintain, renew and dispose of assets to provide for existing and future customers in the most cost-effective manner. Our Active Recreation and Sports Strategy sets out a pathway to ensure our community has access to and can participate in sports and recreation across our District.


The quality of our spaces and the activities that take place on them contribute to the attractiveness and vibrancy of our District. Our parks and associated facilities are significant assets which are used and appreciated by residents and visitors.

POTENTIAL NEGATIVE EFFECTS










The undersupply of public space could be detrimental to the wider community, particularly in urban areas. To address this, Council will regularly review our open space requirements to help guide the provision of public space.

CONTRIBUTION TO THE FOUR WELL-BEINGS



The provision of Parks and Recreation makes an important contribution across all four well-beings:

Key Parks and Recreation functions	Contribution to social, economic, environmental, and cultural well-being
SPORTS AND ACTIVE RECREATION 	The provision of sports and active recreation facilities supports a healthy community. Sports hubs can also act as important community focal points.



Key Parks and Recreation functions	Contribution to social, economic, environmental, and cultural well-being
WALKING TRACKS   	Walking tracks provide access to our natural environment and places of cultural importance. They also promote and support activity which benefits health and well-being.
NATURAL AREAS    	The management of natural areas plays an important role to maintain biodiversity, manage pests and ultimately be of benefit to our cultural and environmental wellbeing. Access to our natural areas can also have both economic and social well-being outcomes.
CEMETERIES  	The provision of cemeteries is an essential service and has important social and cultural outcomes.
PUBLIC TOILET FACILITIES  	The provision of public toilets facilities are used by our community and visitors. They play an important role in our social and economic wellbeing.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 CARING FOR THE ENVIRONMENT <p>Our Parks team supports community initiatives to improve biodiversity such as community planting days, as well as managing weeds and pests.</p> <p>Design and landscaping in our public spaces and streets enables nature to thrive.</p>	 EFFICIENT AND RESILIENT CORE SERVICES <p>The adequate provision of open space is needed to support the development of an attractive, vibrant and thriving community.</p> <p>Opportunities for walking and cycling are provided through public spaces.</p>

High contribution



PROUD TO BE LOCAL

Maintenance of our parks and public spaces ensures our District looks neat and tidy. Our public spaces and parks are the venue for many community and cultural events and activities.

Our parks and sports grounds and walking tracks provide opportunities for people to be active and healthy.

Medium contribution



POSITIVE ABOUT THE FUTURE

Open space is distributed across our District, therefore contributing to a fair urban and rural balance.

Population growth is supported through the provision of neighbourhood parks and reserves as part of new developments.

LEVELS OF SERVICE

7.1 Council will provide and maintain recreational facilities to support and promote active recreation of the community through participation in both organised and informal recreational activities aligned with Active Recreation and Sports Strategy.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.1.1 Sportsparks will be provided to meet the community's needs by providing minimum hours available at a sportspark per 10,000 people during the winter season.	≥180hrs	≥180hrs	≥180hrs	≥180hrs
7.1.2 Percentage annual increase in community participation in active recreation and sports activities (Recorded through the Residents Survey)	≥1%	≥1%	≥1%	≥1%



7.2 Council will provide and maintain a range of parks, reserves and playgrounds to meet the needs of the community as well as protecting and enhancing the natural environment.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.2.1 Residents' satisfaction with the range and quality of public spaces, including parks, playgrounds and reserves. (Recorded through the Residents Survey).	≥90%	≥90%	≥90%	≥90%
7.2.2 Residents have adequate access to a local recreational opportunities.	0.9Ha/ 1000 people	0.9Ha/ 1000 people	0.9Ha/ 1000 people	0.9Ha/ 1000 people

7.3 Council will provide and maintain cemeteries and a crematorium in a satisfactory manner.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.3.1 Residents' satisfaction with cemeteries. (Recorded through the Residents Survey).	≥90%	≥90%	≥90%	≥90%

7.4 Council will provide well maintained and accessible public toilets in high use areas.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.4.1 Residents' satisfaction with public toilets (Recorded through the Residents Survey).	≥75%	≥75%	≥75%	≥75%

CHANGES TO LEVELS OF SERVICE

Amendments to service levels to accommodate the strategic direction of the Activity Recreation and Sports Strategy and to simplify the reporting. Levels of service for public toilet facilities have been added to this profile to reflect organisational changes in how they are managed.



Libraries

PURPOSE AND STRATEGIC FIT

Libraries provide the people in our community with opportunities for life-long learning, access to information, leisure and reading. This all contributes to a vibrant and thriving District.

Public libraries provide free and open access to knowledge and services. They are a neutral, respected gateway to information and a safe place that offers equal access for all community members.

The Local Government Act 2002 requires that, where such a service is provided, residents can join the library free of charge.

POTENTIAL NEGATIVE EFFECTS

No potential negative effects have been identified for libraries.

CONTRIBUTION TO THE FOUR WELL-BEINGS

The provision of and access to libraries makes an important contribution across all four well beings:

Key Libraries functions

Contribution to social, economic, environmental, and cultural well-being



PUBLIC LIBRARIES



The access to libraries and there resources provides the community with free access to knowledge and services. This is key contributor to social and cultural wellbeing. Learning and knowledge gain through the library can also contribute to economic and environmental outcomes.



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 PROUD TO BE LOCAL <p>Our libraries are key community facilities providing equitable access to life-long learning as well as fulfilling leisure and recreational needs.</p> <p>Access to information about our cultural and heritage through the library can help promote positive cultural outcomes.</p>	 POSITIVE ABOUT THE FUTURE <p>Our libraries embrace technology to improve the customer's access to information through initiatives such as providing internet access, e-books and self-service checkouts.</p>

LEVELS OF SERVICE

7.5 Council will provide library services to our District via the central library, the mobile and branch libraries.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.5.1 Percentage of population who have used a library in the past year.	≥60%	≥60%	≥60%	≥60%
7.5.2 Residents' satisfaction with the resources (books, magazines etc.) the library service provides. (Recorded through the Residents Survey).	≥95%	≥95%	≥95%	≥95%

CHANGES TO LEVELS OF SERVICE

No changes have been made to the levels of service.



Community property

PURPOSE AND STRATEGIC FIT

Council is committed to providing appropriate pensioner housing and community buildings for our District to use. Our property service will help to build thriving and vibrant communities.



Where community halls are not Council-owned, operational grants may be provided to assist in the maintenance of these important community facilities.

POTENTIAL NEGATIVE EFFECTS

Poor quality of housing for elderly people can have negative effects on the health and well-being of the occupants. This is mitigated through funding for maintenance of the housing portfolio.



CONTRIBUTION TO THE FOUR WELL-BEINGS

Community property makes an important contribution to the social wellbeing of our community:

Key Community Property functions	Contribution social, economic, environmental, and cultural well-being
PENSIONER HOUSING 	The provision of rental housing for elderly people in our community contributes significantly to their health and well-being and this in turn has broad social well-being benefits for our District.
COMMUNITY HALLS 	Community halls are a social and cultural hub of communities across the District, particularly in rural and coastal areas.



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 PROUD TO BE LOCAL Our community facilities ensure activities and facilities are available across our District for people of all abilities ages and lifestyles.	 POSITIVE ABOUT THE FUTURE Our community facilities are located across our District to ensure there is a fair urban and rural balance.

LEVELS OF SERVICE

7.6 Council will provide rental accommodation that meets the specific needs of eligible elderly members of the community.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.6.1 Percentage occupancy rate of housing for elderly people.	≥90%	≥90%	≥90%	≥90%
7.6.2 Residents' satisfaction with the standard of housing for elderly people.	≥80%	≥80%	≥80%	≥80%

CHANGES TO LEVELS OF SERVICE

Reduction of the target for percentage occupancy rate of housing for elderly people to 90% to better align with how housing for elderly people is managed.



Community development

PURPOSE AND STRATEGIC FIT

Council is committed to a community development framework that aims to work with our communities to ensure they are vibrant and thriving as well as cohesive and sustainable. This is achieved through various initiatives including:

- community-led development programmes
- grants and community funding
- crime reduction and community safety programmes such as City Safe
- support for our positive aging, disability and youth advisory groups.





It seeks to help strengthen and enhance our District by ensuring that people feel safe, able to access and participate in activities and are supported in becoming more vibrant and resilient.

POTENTIAL NEGATIVE EFFECTS

No potential negative effects have been identified for community services.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Community development makes an important contribution to the social wellbeing of our community:

Key Community Development functions	Contribution to social, economic, environmental, and cultural well-being
COMMUNITY LED DEVELOPMENT 	This programme provides opportunity for the community to lead projects and programmes in their own community. The process and outcomes can make a significant contribution to a community's social well-being.
GRANTS AND COMMUNITY FUNDING   	Grants and funding enable the community to deliver projects which can have wide ranging social, cultural and economic benefits.



Key Community Development functions

Contribution to social, economic, environmental, and cultural well-being

COMMUNITY SAFETY



Community safety is largely focused on our City Centre. A safer City Centre can lead to lower crime rates, but also support economic activity and well-being.

ADVISORY GROUPS



Advisory groups provide the key sectors of the community to engage directly with Council and inform decision making.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution



POSITIVE ABOUT THE FUTURE

Through the Community Development Framework our communities will be involved across both rural and urban parts of our District.



PROUD TO BE LOCAL

Community development enhances and strengthens our communities to ensure people feel safe and can participate in a range of events and opportunities.

LEVELS OF SERVICE

7.7 Council will support our District's social and cultural wellbeing through its involvement in activities and programmes which support and develop the community.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.7.1 Percentage of grant applicants who understand and are satisfied with the grants' application process.	≥80%	≥80%	≥80%	≥80%

7.8 Council is actively involved in youth, positive ageing, accessibility and other groups of interest issues.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.8.1 Effectiveness of Advisory Group engagement with Council to inform projects, programmes and District developments. (Measured through the survey of participants in Advisory Group engagement projects.)	≥80%	≥80%	≥80%	≥80%

CHANGES TO LEVELS OF SERVICE

Measure for Community Safety has been removed because of Council's limited scope to influence safety across the District compared to other agencies such as the police. Community perception of safety will still be measured and reported on through our Residents Survey. Measure 7.8.1 has been reworded to better reflect the role of the Advisory Groups.





Venues and Events

PURPOSE AND STRATEGIC FIT

We provide venues for events in Whangārei. We also manage and produce events that contribute to the cultural and social fabric of our community. These venues and events form a prominent contribution to our District's attractiveness and vibrancy. This helps to create opportunities for residents and visitors who contribute to our District's economy.

Experience Local: Whangārei Events Strategy 2019-24 provides the strategic direction for events in our District based on the principles of experience, manaaki, outlook and know-how.

POTENTIAL NEGATIVE EFFECTS



No potential negative effects have been identified for Venues and Events.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Our venues and events make an important contribution to the social, cultural and economic wellbeing of our community:

Key Venues and Events functions	Contribution to social, economic, environmental, and cultural well-being
VENUES  	Quality and appropriate venues are important to enable events to take place in our District and therefore contribute to our cultural and economic well-being.
EVENTS  	The wide range of events play an important role in promoting and celebrating our culture. Events also provide an opportunity for our communities to come together to enjoy a range of performances and art which supports social well-being.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 POSITIVE ABOUT THE FUTURE <p>Venues and Events have a District focus, ensuring there is a fair balance between rural and urban areas.</p>	 PROUD TO BE LOCAL <p>Venues and Events provide a wide variety of activities ensure there always something to see and do for both residents and visitors.</p> <p>Events can promote and celebrate our culture.</p>

LEVELS OF SERVICE

7.9 Our venues and events will deliver the outcomes of the Experience Local: Whangārei Events Strategy and will provide for customer satisfaction.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.9.1 Percentage of Council delivered events that include two or more of the local experience categories (as per the Experience Local Whangārei Events Strategy 2019-24).	≥70%	≥70%	≥70%	≥70%
7.9.2 Customer satisfaction with the quality of Council venues. (Recorded through the Residents Survey of people who attended an event at a Council run venue.)	≥80%	≥80%	≥80%	≥80%



CHANGES TO LEVELS OF SERVICE

Changes to the levels of serviced better align with the outcomes of the Experience Local: Whangārei Events Strategy.



Customer Services

PURPOSE AND STRATEGIC FIT

Customer Services is our interface with our communities and with our visitors. This is where questions are received and where transactions take place. Customer Services is delivered through our contact centres, our various customer service centres across our District and our visitor information centres.






A satisfactory customer experience and access to the right information is essential for our District to be inclusive, resilient and sustainable.

POTENTIAL NEGATIVE EFFECTS

No potential negative effects have been identified for Customer Services.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Customer services makes an important contribution to the four wellbeings of our District:

Key customer service functions	Contribution to social, economic, environmental, and cultural well-being
CUSTOMER SERVICE (CONTACT CENTRE)    	Customer service requests are an important mechanism for the community to let Council know of problems in the District, this can support all four well-beings.
CUSTOMER SERVICE (VISITOR INFORMATION CENTRE) 	Providing information and guidance to the visitors of our District is important to promote and support our tourism sector, this in turn supports the economic wellbeing of the District.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution



PROUD TO BE LOCAL

Our Customer Services are a key point of contact with our community. This interface enables us to work with the community to ensure our District is inclusive, resilient and sustainable.

Medium contribution



POSITIVE ABOUT THE FUTURE

Customer Services assists the community to do business and understand our documents, rules and processes.

LEVELS OF SERVICE

7.10 The community has access to Council's activities through our service centres and contact centre, which provide a 'first point of contact' service.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
7.10.1 Contact centre service calls answered in under 20 seconds.	≥85%	≥85%	≥85%	≥85%
7.10.2 Wait time for walk-in customers.	No more than 6 mins	No more than 6 mins	No more than 6 mins	No more than 6 mins

7.11 Council will provide, through the Whangārei visitor centres, an accurate booking and information service which influences more visitors to stay longer and spend more.

Performance measure	2022-23 target	2022-23 target	2023-24 target	2024-31 target
7.11.1 Visitors' satisfaction with the service provided by the information consultants at our information centres.	≥80%	≥80%	≥80%	≥80%



CHANGES TO LEVELS OF SERVICE

Changes have been made to the levels of service to be more consistent with how satisfaction measures are reported across other Activities.



Civil Defence

PURPOSE AND STRATEGIC FIT

The Civil Defence Emergency Management Act sets out how civil defence should be managed around New Zealand. Whangarei District Council is part of the Northland Region Civil Defence Emergency Management (CDEM) Group that manages Civil Defence activities. The other Northland councils and agencies such as the police and fire service, are all members of this group.

The CDEM Group works together to:

- reduce the potential effects of hazards;
- promote community and council readiness (preparedness) to respond to emergencies; and
- help the community to recover after an event.

The higher risk emergency events for our community include:





- **Flooding:** River flooding caused by localised heavy rain/thunderstorms. A changing climate is likely to make such events more frequent as well as more severe.
- **Tsunami:** A locally generated tsunami resulting in 10-15m inundation above sea level has the potential to cause significant damage, though the probability is very low.
- **Electricity failure:** The network has single points of vulnerability with the potential to cause widespread loss of service.
- **Human pandemic;** We have experience the impact of COVID-19 and this risk of future pandemics is acknowledged as key risk.

POTENTIAL NEGATIVE EFFECTS


Negatives effects could be associated with failure to implement the Northland Civil Defence Emergency Management Plan. This could result in negative impacts to our community during and following an emergency.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Civil Defence makes an important contribution to all four wellbeing:

Key Civil Defence functions	Promotion of social, economic, environmental, and cultural well-being
<div>CIVIL DEFENCE RESPONSE</div> <div></div>	<p>Civil Defence response to an emergency can save lives and enable a quicker recovery, which is important to the overall wellbeing of communities impacted by an event.</p> <p>Our ability to recover and support our communities is crucial for our economy.</p>

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution
<div> PROUD TO BE LOCAL</div> <p>A co-ordinated emergency response and recovery is key to our community and economy and can support greater resilience.</p>



PROSPECTIVE FUNDING IMPACT STATEMENT: COMMUNITY FACILITIES AND SERVICES

\$'000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	26,135	29,296	31,149	35,144	36,884	38,395
Targeted rates	-	-	-	-	-	-
Subsidies and grants for operating purposes	70	72	73	75	77	79
Fees and charges	743	815	836	856	878	900
Internal charges and overheads recovered	2,480	2,467	2,535	2,565	2,655	2,758
Local authorities fuel tax, fines, infringement fees and other receipts	2,442	2,530	2,269	2,309	2,342	2,391
Total Operating Funding	31,869	35,180	36,862	40,949	42,837	44,523
Applications of Operating Funding						
Payments to staff and suppliers	23,598	29,124	29,728	32,415	29,777	30,126
Finance Costs	5,406	3,029	4,059	5,172	5,342	6,229
Internal charges and overheads applied	8,981	8,087	8,382	8,426	8,820	9,287
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	37,985	40,240	42,168	46,013	43,938	45,642
Surplus / (Deficit) of Operating Funding	(6,116)	(5,059)	(5,307)	(5,064)	(1,102)	(1,120)

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

41,265 43,170 46,615 48,315 51,751 General rates, uniform annual general charges, rates penalties

- - - - - Targeted rates

81 83 85 87 89 Subsidies and grants for operating purposes

922 945 969 993 1,018 Fees and charges

2,849 2,952 3,104 3,218 3,332 Internal charges and overheads recovered

2,440 2,491 2,544 2,599 2,653 Local authorities fuel tax, fines, infringement fees and other receipts

47,557 49,642 53,318 55,213 58,843 Total Operating Funding

31,290 31,732 32,632 33,859 34,957 Payments to staff and suppliers

6,993 7,969 9,023 10,041 10,858 Finance Costs

9,669 10,122 10,944 11,453 11,961 Internal charges and overheads applied

- - - - - Other operating funding applications

47,952 49,823 52,599 55,353 57,776 Total Applications of Operating Funding

(394) (181) 719 (140) 1,067 Surplus/(Deficit) of Operating Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	3,183	-	-	-	-
Development and financial contributions	392	1,050	1,050	1,050	1,131	1,131
Increase / (decrease) in debt	11,888	9,865	17,494	23,961	2,937	3,008
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	12,280	14,098	18,544	25,011	4,068	4,139
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	1,497	1,809	1,583	2,136	432	1,772
to improve levels of service	5,564	15,194	5,935	5,986	5,837	4,144
to replace existing assets	9,137	6,317	7,551	17,348	5,007	4,632
Increase / (decrease) in reserves	(10,033)	(14,281)	(1,831)	(5,522)	(8,310)	(7,529)
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	6,164	9,039	13,238	19,947	2,966	3,020
Surplus / (Deficit) of Capital Funding	6,116	5,059	5,307	5,064	1,102	1,120
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

- - - - - Subsidies and grants for capital expenditure

1,131 1,218 1,218 1,218 1,312 Development and financial contributions

6,214 7,943 10,434 9,243 5,712 Increase/(decrease) in debt

- - - - - Gross proceeds from sale of assets

- - - - - Other dedicated capital funding

- - - - - Lump sum contributions

7,345 9,161 11,652 10,461 7,023 Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure

998 4,209 5,155 4,881 1,201 meet additional demand

8,369 8,145 4,628 4,646 8,085 improve levels of service

5,102 5,264 4,208 5,034 4,593 replace existing assets

(7,518) (8,638) (1,619) (4,240) (5,788) Increase/(decrease) in reserves

- - - - - Increase/(decrease) of investments

6,950 8,980 12,372 10,321 8,091 Total Applications of Capital Funding

394 181 (719) 140 (1,067) Surplus/(Deficit) of Capital Funding

- - - - - Funding Balance





8. Planning and Regulatory Services

We are required to undertake planning, monitoring and enforcement activities that meet the requirements of a wide range of legislation, such as the Resource Management Act (RMA), Health Act and Food Act. This includes:



Maintenance and review of the District Plan.



Issuing resource consents and ensuring they meet required conditions.



Issuing building consents and Project Information Memorandums and Land Information Memorandums



Providing health and alcohol licences and monitoring and enforcing bylaws such as animal and noise control, health, liquor and parking.

The functions within this activity are covered by four separate departments: District Planning, Resource Consents, Building Control and Health and Bylaws.

The outcomes of these functions are important in ensuring our District is inclusive, resilient and sustainable.



District Planning

PURPOSE AND STRATEGIC FIT

As Whangārei continues to grow it is important that we appropriately manages the District's resources. Council's District planning function delivers planning outcomes and environmental regulation through the RMA.

Our District Plan manages how and where our District develops. It is therefore essential to ensuring our District is inclusive, resilient and sustainable through good design and protecting our valuable natural environment.

POTENTIAL NEGATIVE EFFECTS

Lack of appropriate planning controls can lead to adverse environmental effects. This is mitigated through adherence to the RMA and an ongoing review of our District Plan.

CONTRIBUTION TO THE FOUR WELL-BEINGS

District Planning makes an important contribution across all four well beings:

Key District Planning functions

Contribution to social, economic, environmental, and cultural well-being





DISTRICT PLAN



The District Plan is an RMA document that addresses a number of matters relating the environment (such as biodiversity), land use and development, cultural heritage and community. It therefore promotes all four well-beings.



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 CARING FOR THE ENVIRONMENT <p>The District Plan is a key regulatory tool to manage the effects on our environment.</p> <p>Provisions in our District Plan ensure existing public access to coastal areas are maintained and new opportunities are provided, where appropriate.</p>	 EFFICIENT AND RESILIENT CORE SERVICES <p>The District Plan aligns with core infrastructure provision to enable planned and integrated growth in appropriate locations.</p>
 POSITIVE ABOUT THE FUTURE <p>This District Plan can support urban design outcomes which promote activity, safety and attractive built forms and public spaces. The District Plan manages the effects on sites of cultural significance.</p>	 PROUD TO BE LOCAL <p>The District Plan enables productive land uses and activities across our District.</p>

LEVELS OF SERVICE

8.1 Develop, implement and maintain a District Plan in accordance with the RMA whilst reflecting the desires of the community and issues of sustainability.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.1.1 Plan changes are researched, proposed, consulted and reported on as required by Council in accordance with the relevant statutory requirements.	100%	100%	100%	100%

CHANGES TO LEVELS OF SERVICE

No changes have been made to the levels of service.



Resource Consents

PURPOSE AND STRATEGIC FIT

The RMA directs the resource consent process. The outcomes of resource consents is directed by the RMA and key documents such as our District Plan. Resource consents can cover a range activities and development. The appropriate consenting of these activities will:









- promote the sustainable management of natural and physical resources in our District
- ensure the District is resilient, inclusive and sustainable.

POTENTIAL NEGATIVE EFFECTS

Negative environmental effects can result from poor decision making on resource consent applications. This is mitigated by the approval of applications being delegated to senior staff members. Negative economic results can occur if consents are not processed in a timely manner and there are delays the start of activities. External resources are used to ensure that statutory timeframes are met during times of high volume.




CONTRIBUTION TO THE FOUR WELL-BEINGS

Resource consents makes an important contribution across all four well beings:

Key Resource Consents functions	Contribution to social, economic, environmental, and cultural well-being
RESOURCE CONSENTS    	The processing of resource consent in a timely manner helps support our economic wellbeing. The decision making process in line with the RMA and the outcomes specified in our District Plan helps ensure our environmental, social and cultural wellbeing.
CONSENT MONITORING    	The monitoring of consents ensure that the conditions of a consent are being followed. This helps to ensure the environment, social, economic and cultural wellbeing of our District.



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 CARING FOR THE ENVIRONMENT <p>Resource consents enact the District Plan and RMA to ensure the long-term maintenance and protection of significant stands of bush, outstanding landscapes and other natural features that contribute to a valued environment.</p>	 POSITIVE ABOUT THE FUTURE <p>The resource consent processes are clear and simple, guided by the District Plan and RMA.</p>
 PROUD TO BE LOCAL <p>Ensuring compliance with District Plan rules and conditions of resource consents contributes to the appearance of the District and a community's enjoyment of places and spaces.</p> <p>The consent process can help identify and protect places of cultural and heritage value for our District.</p>	

LEVELS OF SERVICE

8.2 Council will process resource consent and associated applications within statutory timeframes.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.2.1 Percentage of non-notified resource consent applications processed within statutory timeframes.	≥95%	≥95%	≥95%	≥95%
8.2.2 Percentage of Section 223 and Section 224 applications for subdivision consents under the RMA within statutory timeframes.	≥95%	≥95%	≥95%	≥95%

8.3 Council will ensure compliance with land-use consents by monitoring consents issued.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.3.1 Percentage of land-use consent conditions monitored	100%	100%	100%	100%
Note: time frames will be dependent on priorities based on potential environmental risk associated with non-compliance.				

CHANGES TO LEVELS OF SERVICE

No changes have been made to the levels of service.





Building Control

PURPOSE AND STRATEGIC FIT

Building Control ensures that buildings in our District are designed and constructed to the agreed standards and quality. These standards are set by central government through the Building Act.

The Building Control processes are important to promote the safe and sanitary use of living and public facilities, as well as access for people with disabilities. We will act against owners of buildings that pose a risk to the general safety and well-being of the public.

POTENTIAL NEGATIVE EFFECTS

Negative effects from not administering the related statutes can range from dangerous and insanitary public use and residential buildings and non-compliant housing stock. Not issuing building consents and failing to meet the requirements of accreditation may result in a loss of confidence and accreditation to perform these functions as a building consent authority.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Building Control makes an important contribution across all four well beings:

Key Building Control functions




Contribution to social, economic, environmental, and cultural well-being

BUILDING CONTROL



The processing of building consents in a timely manner helps support our economic wellbeing. Ensuring that buildings are safe and constructed to the appropriate standard promotes the health and social wellbeing of our community.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 POSITIVE ABOUT THE FUTURE Building control processes are clear and simple and enable economic activity whilst appropriately protecting our communities from unsafe and poor quality building practices.	 CARING FOR THE ENVIRONMENT The building control measures around construction methods ensures our environment is protected.
	 PROUD TO BE LOCAL Building compliance ensures that built structures are safe and durable.

LEVELS OF SERVICE

8.4 Council will responsively and accurately manage the building consents and compliance process.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.4.1 Percentage of building consents applications processed within statutory timeframes.	≥96%	≥96%	≥96%	≥96%
8.4.2 Percentage of inspections completed within two days.	≥95%	≥95%	≥95%	≥95%

CHANGES TO LEVELS OF SERVICE

No changes have been made to the levels of service.





Health and Bylaws

PURPOSE AND STRATEGIC FIT

This department undertakes monitoring and enforcement functions across a wide cross-section of statutes focusing on the protection of community health, safety and amenity. We have two teams:







- Environmental Health is responsible for registering, monitoring, verifying, inspecting, enforcing and ensuring general compliance in the food, health and alcohol licensing work areas
- Bylaws – Armourguard Security is contracted to provide services relating to animal management, dog and stock control, parking enforcement, excessive noise control, freedom camping and general bylaw enforcement.

POTENTIAL NEGATIVE EFFECTS




Local authorities are required to monitor and enforce central government legislation. Failure to effectively enforce and monitor legislation can lead to significant adverse environmental, health and nuisance concerns across our District. This is mitigated through an appropriate enforcement and monitoring regime.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Health and Bylaws make an important contribution across all four well beings:

Key Health and Bylaws functions	Contribution to social, economic, environmental, and cultural well-being
ENVIRONMENTAL HEALTH  	Ensuring compliance with food, health and liquor alcohol licensing is an important function that promotes the health and well-being of our District. The timely processing of licensing helps ensure our economic wellbeing is maintained.
BYLAW ENFORCEMENT    	Bylaw enforcement and the control of dogs, stock and noise helps to ensure the environment, social, economic and cultural wellbeing of our District.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 CARING FOR THE ENVIRONMENT <p>The enforcement of bylaws and the provision and implementation of the Health Act 1956 through the Environmental Health team ensures our environment is protected.</p>	 POSITIVE ABOUT THE FUTURE <p>Regulatory processes are clear and simple and enable economic activity whilst appropriately protecting our communities from nuisance activities.</p>
 PROUD TO BE LOCAL <p>Ensuring compliance with our bylaws and the Health Act 1956 contributes to the appearance of our District and the community's enjoyment of places and spaces.</p>	

LEVELS OF SERVICE

8.5 Council will ensure responses to complaints relating to parking, excessive noise, dogs, stock and bylaws are carried out within contracted timeframes.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.5.1 Percentage of complaints responded to within contracted timeframes.	≥85%	≥85%	≥85%	≥85%

8.6 Council will protect and promote public health by monitoring those premises, which under the Health Act 1956 require annual registration and inspection.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.6.1 Percentage of Health Act registered premises inspected annually.	100%	100%	100%	100%

8.7 Council will promote food safety by registering and verifying those food businesses which the Food Act 2014 specifies that local authorities can register and verify.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.7.1 Percentage of food businesses verified within timeframes as specified by the Food Act 2014.	100%	100%	100%	100%

8.8 Council will aim to reduce alcohol-related harm by annually inspecting alcohol licensed premises to ensure compliance with the Sale and Supply of Alcohol Act 2012 and licensing conditions in general.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
8.8.1 Percentage of alcohol licensed premises inspected annually.	100%	100%	100%	100%

CHANGES TO LEVELS OF SERVICE

No changes have been made to the levels of service.

PLANNING AND REGULATORY ILLUSTRATION HERE



FUNDING IMPACT STATEMENT: PLANNING AND REGULATORY SERVICES

	\$'000					
	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	9,529	11,088	10,349	8,741	9,107	9,531
Targeted rates	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	267	273	280	287	294
Fees and charges	6,932	9,276	9,508	9,789	10,078	10,330
Internal charges and overheads recovered	4,154	4,068	4,192	4,276	4,442	4,632
Local authorities fuel tax, fines, infringement fees and other receipts	1,313	1,738	1,739	1,740	1,741	1,743
Total Operating Funding	21,927	26,437	26,061	24,827	25,655	26,530
Applications of Operating Funding						
Payments to staff and suppliers	11,103	13,863	14,134	14,417	14,751	15,045
Finance Costs	-	-	-	-	-	-
Internal charges and overheads applied	10,242	10,012	10,351	10,410	10,904	11,485
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	21,345	23,875	24,485	24,827	25,655	26,530
Surplus / (Deficit) of Operating Funding	582	2,563	1,576	-	-	-

\$000					
Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31	
Sources of Operating Funding					
9,927	10,384	11,155	11,670	12,182	General rates, uniform annual general charges, rates penalties
-	-	-	-	-	Targeted rates
302	309	317	325	333	Subsidies and grants for operating purposes
10,588	10,853	11,124	11,403	11,687	Fees and charges
4,797	4,987	5,252	5,457	5,663	Internal charges and overheads recovered
1,744	1,745	1,747	1,748	1,750	Local authorities fuel tax, fines, infringement fees and other receipts
27,357	28,278	29,595	30,602	31,616	Total Operating Funding
15,382	15,730	16,126	16,499	16,886	Payments to staff and suppliers
-	-	-	-	-	Finance Costs
11,976	12,549	13,469	14,103	14,730	Internal charges and overheads applied
-	-	-	-	-	Other operating funding applications
27,357	28,278	29,595	30,602	31,616	Total Applications of Operating Funding
-	-	-	-	-	Surplus/(Deficit) of Operating Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	-	-	-	-	-	-
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	-	-	-	-	-	-
to improve levels of service	-	1,281	788	-	-	-
to replace existing assets	582	1,281	788	-	-	-
Increase / (decrease) in reserves	-	-	-	-	-	-
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	582	2,563	1,576	-	-	-
Surplus / (Deficit) of Capital Funding	(582)	(2,563)	(1,576)	-	-	-
Funding Balance	-	-	-	-	-	-

\$000

Year 6 2026-27	Year 7 2027-28	Year 8 2028-29	Year 9 2029-30	Year 10 2030-31
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Sources of Capital Funding

-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	Development and financial contributions
-	-	-	-	-	Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions

-	-	-	-	-	Total Sources of Capital Funding
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Applications of Capital Funding

-	-	-	-	-	Capital expenditure
-	-	-	-	-	meet additional demand
-	-	-	-	-	improve levels of service
-	-	-	-	-	replace existing assets
-	-	-	-	-	Increase/(decrease) in reserves
-	-	-	-	-	Increase/(decrease) of investments

-	-	-	-	-	Total Applications of Capital Funding
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-	-	-	-	-	Surplus/(Deficit) of Capital Funding
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-	-	-	-	-	Funding Balance
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9. Governance and strategy

Governance and strategy activity includes a number of important functions that support our District being inclusive, resilient and sustainable. This activity includes:



Democracy and Assurance which runs our governances and manages our risks.



Strategy department focuses on the key issues such as climate change. This department also looks after our policies and bylaws, spatial planning projects and our corporate plans such as the LTP..



Māori Relationships which supports our partnership with hapū and the Te Kārearea Strategic Standing Committee.



District Development and Commercial Property, which support economic activity in the District and manages our commercial property portfolio.

Combined the functions of this activity also promote the social, economic, environmental and cultural well-being of the District.



Democracy and Assurance

PURPOSE AND STRATEGIC FIT

This activity includes the democratic and assurance functions of our organisation, which drive robust and transparent decision-making. Governance functions include supporting all Council meetings, briefings and workshops, alcohol licensing hearings, provision of consultation advisory services and support for community engagement.









The activity also covers Council's risk and assurance processes, including working across the business to identify and categorise risks, provision of the internal legal function, and support for Council Organisations. Executive support for the Mayor's office is also provided through the democracy and assurance function.

POTENTIAL NEGATIVE EFFECTS

No potential negative effects have been identified for the Democracy and Assurance activity.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Democracy and Assurance make an important contribution across all four well beings:

Key Democracy and Assurance functions	Contribution to social, economic, environmental, and cultural well-being
DEMOCRACY    	Participation in the democratic process is a crucial component of social wellbeing. The democracy function also ensures that decision making happens appropriately and is transparent.
ASSURANCE AND RISK    	Identification and management of risk is crucial to the Council and the wider District. Risks can relate to social, economic, environmental and cultural outcomes and therefore this function helps to promote all four wellbeings.



CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution



POSITIVE ABOUT THE FUTURE

Democracy functions ensure transparent and robust decision-making.



PROUD TO BE LOCAL

The democracy function enables community participation in local governance.

LEVELS OF SERVICE

9.1 Our democratic functions are transparent and meet the legislative requirements.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
9.1.1 Responses to requests for information made under the Local Government Official Information Act 1987 and the Privacy Act 2020 are provided within relevant statutory timeframes.	95%	95%	95%	95%
9.1.2 Percentage of Council, committee and hearing agendas that meet relevant legislative timeframes.	100%	100%	100%	100%

CHANGES TO LEVELS OF SERVICE

The response to LGOIMA target has been changed to 95% to align with statutory reporting targets in other Activity profiles.



Strategy

PURPOSE AND STRATEGIC FIT

This activity addresses the key strategic issues facing the District and ensures that Council responds in an integrated way. This activity includes:

- strategy development for key issues such as District growth and climate change
- place-based planning across the District
- statutory policies and bylaws
- corporate planning, including our Long Term Plan
- monitoring and reporting on key trends and data.

New government policy such as the National Policy Statement on Urban Development is placing greater emphasis on the need to for strategic planning in areas of with high rates of growth and development. Future reforms of the RMA are like to place more emphasis on strategic and place-based planning.

Climate change is a key focus across our policy and strategy framework. The initial focus will be working across council in delivery of climate change risk assessments which will inform future investment and planning decisions. We will also support sustainability outcomes and green house gas emissions reduction through our Action Plan and Sustainability Strategy.

POTENTIAL NEGATIVE EFFECTS

Ineffective strategies or the absence of strategic direction could lead to adverse environmental effects. This is mitigated through a review of our growth strategy to ensure it is relevant and based on current information.



CONTRIBUTION TO THE FOUR WELL-BEINGS

Strategy make an important contribution across all four well beings:

Key Strategy functions	Contribution to social, economic, environmental, and cultural well-being
STRATEGY AND MONITORING    	<p>Strategy development covers issues which can support all four well-beings, including climate change mitigation and adaptation, economic development, biodiversity and housing.</p>
PLACE BASED PLANNING    	<p>Place-based planning, such as our placemaking programme, enables communities to directly engage with the future of their communities. This support all four well-beings for that place.</p>
STATUTORY POLICIES AND BYLAWS  	<p>Bylaws and statutory policies help protect the environment and amenity of our District as well as the safety of our communities.</p>
CORPORATE PLANNING    	<p>Our Long Term Plan and Annual Plan sets out what Council will do how we pay for it. It therefore can contribute to all four well-beings.</p>

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution	Medium contribution
 EFFICIENT AND RESILIENT CORE SERVICES Our strategic planning ensures that core infrastructure is provided to meet the demands of growth in a managed and coordinated way.	 PROUD TO BE LOCAL Placemaking allows the community to plan for the future of their community.
 CARING FOR THE ENVIRONMENT Strategic planning ensures our environment is cared for and that we plan for future climate related risks.	
 POSITIVE ABOUT THE FUTURE Strategic planning and implementation of key projects allows our City Centre to thrive.	

LEVELS OF SERVICE

9.2 Our policies and strategies remain up to date and relevant to the community.

Performance measure	2021-22 target	2022-23 target	2023-24 target	2024-31 target
9.2.1 Percentage of policies, bylaws and strategies that are reviewed with the relevant statutory timeframes.	100%	100%	100%	100%

CHANGES TO LEVELS OF SERVICE

Level of service amended to report on the review of our policies, bylaws and strategies, not just a focus on those relevant to the National Policy Statement on Urban Development Capacity.





Māori Relationships

PURPOSE AND STRATEGIC FIT

Fostering meaningful and sustainable relationships with hapū, iwi and mātāwaka (a term that applies for all Māori who live in our District but who generally whakapapa to an area outside of it) organisations across our District is a crucial function of this activity.

Partnership enables more robust decision making and direction setting. Te Kārearea Strategic Standing Committee is a key decision making forum for our partnership with hapū.





Relationships also exist through operational programmes of work, as well as through key projects and initiatives.

POTENTIAL NEGATIVE EFFECTS

Failure to engage with our Māori partners will lead negative impacts across our environment and communities. To mitigate this we have operational processes and ands relationships for engagement with Māori, and have further strengthened our partnership with hapū through establishing Te Kārearea as a Standing Committee of Council.

CONTRIBUTION TO THE FOUR WELL-BEINGS

Māori Relationships make an important contribution to our cultural wellbeing:

Key Māori relationship functions	Promotion of social, economic, environmental, and cultural well-being
MĀORI RELATIONSHIPS    	Partnership with hapū is essential to ensure our decision making promotes the cultural wellbeing of our District. This approach has wider benefits to the environmental, social and economic well being of our Māori communities.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution



CARING FOR THE ENVIRONMENT

Partnership helps promote the importance of the environment and native biodiversity.



PROUD TO BE LOCAL

Partnership with hapū and relationships with Māori communities is essential for the social and cultural wellbeing of the District.





District Development

PURPOSE AND STRATEGIC FIT

Enabling and promoting economic activity in the District is a key strategic driver for District Development. This activity includes:

- the promotion of our District for tourism and business activity
- supporting business and key projects through the development process
- working with Northland Inc, the region's economic development agency.



This activity includes the management of our commercial property portfolio. This involve maintenance of buildings and tenancy management as well as property purchases and sales. The commercial property portfolio is guided by our Commercial Property Committee.

POTENTIAL NEGATIVE EFFECTS

Failure to work in partnership with businesses can have a negative impact on our economy.

CONTRIBUTION TO THE FOUR WELL-BEINGS

District Development make an important contribution to our economic and social wellbeing:

Key District Development functions	Contribution to social, economic, environmental, and cultural well-being
DISTRICT DEVELOPMENT  	Promoting our District and supporting business activity benefits our economic wellbeing. The creation of jobs and income can support our social wellbeing.
COMMERCIAL PROPERTY 	The management of our commercial property enables economic activity to take place.

CONTRIBUTION TO COMMUNITY OUTCOMES

High contribution



POSITIVE ABOUT THE FUTURE

Strategic management of commercial property can enable our District to grow and thrive.

Promotion of tourism will support a number of local businesses across the District.



PROUD TO BE LOCAL

Partnership with local businesses can support our Districts economy.



PROSPECTIVE FUNDING IMPACT STATEMENT: GOVERNANCE AND STRATEGY

	\$'000					
	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	4,717	6,139	4,324	4,633	4,259	5,108
Targeted rates	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-
Internal charges and overheads recovered	391	418	429	435	448	463
Local authorities fuel tax, fines, infringement fees and other receipts	5,020	5,638	5,410	5,338	5,281	5,360
Total Operating Funding	10,128	12,195	10,163	10,405	9,987	10,931
Applications of Operating Funding						
Payments to staff and suppliers	6,645	8,774	7,422	7,725	7,057	6,940
Finance Costs	274	204	220	231	236	258
Internal charges and overheads applied	1,926	2,173	2,242	2,229	2,335	2,461
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	8,845	11,152	9,885	10,185	9,628	9,659
Surplus / (Deficit) of Operating Funding	1,283	1,043	279	220	359	1,273

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

4,384 6,287 5,013 7,029 6,750 General rates, uniform annual general charges, rates penalties

- - - - - Targeted rates

- - - - - Subsidies and grants for operating purposes

- - - - - Fees and charges

476 491 512 528 544 Internal charges and overheads recovered

5,431 5,485 5,538 5,573 5,620 Local authorities fuel tax, fines, infringement fees and other receipts

10,291 12,263 11,063 13,130 12,914 Total Operating Funding

7,139 7,360 7,534 7,763 7,998 Payments to staff and suppliers

270 285 296 305 309 Finance Costs

2,564 2,687 2,900 3,037 3,171 Internal charges and overheads applied

- - - - - Other operating funding applications

9,973 10,333 10,731 11,104 11,478 Total Applications of Operating Funding

318 1,930 333 2,026 1,436 Surplus/(Deficit) of Operating Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	600	-	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	-	600	-	-	-	-
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	-	-	-	-	44	226
to improve levels of service	370	4,385	3,152	4,308	177	905
to replace existing assets	913	-	-	-	-	-
Increase / (decrease) in reserves	-	(2,742)	(2,873)	(4,087)	138	141
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	1,283	1,643	279	220	359	1,273
Surplus / (Deficit) of Capital Funding	(1,283)	(1,043)	(279)	(220)	(359)	(1,273)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	Development and financial contributions
-	-	-	-	-	Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions

Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure

35	357	37	375	256	meet additional demand
139	1,426	146	1,499	1,024	improve levels of service
-	-	-	-	-	replace existing assets
144	147	150	153	156	Increase/(decrease) in reserves
-	-	-	-	-	Increase/(decrease) of investments

Total Applications of Capital Funding

(318)	(1,930)	(333)	(2,026)	(1,436)	Surplus/(Deficit) of Capital Funding
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Funding Balance





10. Support Services

Support services are focussed on supporting the nine activity areas so that they are best positioned to deliver their various goods and services to the community. The following provides a brief background to the various support activities.

FINANCE SERVICES, RATES AND REVENUE

These departments play a key stewardship role. As well as facilitating the development of an effective financial strategy, we support Council in managing its financial resources on a day-to-day basis, as well as in the long-term. These departments provide services in respect of planning, monitoring and reporting to Council's financial and business resources and our treasury function actively manages Council's debt and investment positions for both the short and long-term.

We also administer transactional functions including rates, water billing, accounts receivable and receipting, including the efficient administration and maintenance of property records by ensuring the Rating Information Database and other property information systems are kept up to date. Efficient billing processes are undertaken for land and water rates as well as sundry debt and receipting functions for all of Council. Direct debit processing and timely follow up of overdue amounts mean that arrears are kept to a minimum. Our team also supports some Council Controlled Organisations by providing shared financial services to them.

PEOPLE AND CAPABILITY

This team works across the business supporting and leading through day-to-day transactions, including recruitment and payroll and longer-term strategic matters such as employee development and change management. The department's vision is: to have the right people, motivated, engaged and delivering. To enable us to attract the right people into our business, it is important that Council is perceived as a good place to work.

CAPITAL PROJECTS, PLANNING AND DEVELOPMENT ENGINEERING

This department provides technical and administrative support to the Infrastructure Group. This includes planning, contract and general administration, asset management systems, databases, project and contract management.

ICT

This department supports the technical and informational function requirements of Council. From desktop systems to the management of data and documentation, we ensure accurate information is readily available and can be easily stored and accessed. We also ensure that our technology and systems allow Council to comply with its legislative requirements. Council's website plays a vital role as an interactive service for providing extensive resources for public information, documents and publications, consultations and GIS (Geographic Information System) mapping (including District Plan and hazard overlays).

The team also ensures that the underlying structures for the storage and fast retrieval of all corporate data are stable and available 24/7, with the ability to recover vital systems in the event of a disaster or interruption to services. This includes the ongoing development and enhancement of existing software systems to enable Council to meet the growing consumer demands from our District for faster supply and access to information.

COMMUNICATIONS

How we communicate with the community is essential in raising awareness of what Council does and why. It is also key to promoting projects and events that occur across our District. This team drives strategic communications, branding and internal, digital, corporate and daily media communications through various channels to acknowledge our District's diversity.

The department also efficiently produces all written, visual and audio content for digital and print publication – ensuring it is aligned to strategy, brand, legislation, media law and our audience's needs. Additionally, we support all Council functions in responding to daily media enquiries and various team members also serve as Public Information Managers in any Civil Defence events within our District.

BUSINESS SUPPORT

Business support provides a raft of support services to Council including premises, office furniture, vehicle fleet, phones, contracts (including tenancy agreements and security) and custodial and mail services.

This department also provides centre of expertise and organisational co-ordination for procurement and contract management functions. The team lead knowledge management disciplines including digitisation, management of physical and digital records, and compliance with relevant documentation.



PROSPECTIVE FUNDING IMPACT STATEMENT: SUPPORT SERVICES

\$'000

	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Operating Funding						
General rates, uniform annual general charges, rates penalties	2,938	4,669	4,130	2,931	2,995	2,954
Targeted rates	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-
Fees and charges	644	668	685	702	720	738
Internal charges and overheads recovered	23,177	21,043	21,840	21,845	22,935	24,263
Local authorities fuel tax, fines, infringement fees and other receipts	233	-	-	-	-	-
Total Operating Funding	26,992	26,381	26,655	25,479	26,650	27,955
Applications of Operating Funding						
Payments to staff and suppliers	18,930	18,914	19,346	19,316	20,254	21,326
Finance Costs	247	1,227	1,550	1,613	1,691	1,860
Internal charges and overheads applied	2,563	1,711	1,767	1,750	1,839	1,945
Other operating funding applications	-	-	-	-	-	-
Total Applications of Operating Funding	21,740	21,852	22,663	22,679	23,784	25,130
Surplus / (Deficit) of Operating Funding	5,252	4,529	3,992	2,800	2,866	2,825

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Operating Funding

3,024 2,315 2,370 2,424 2,478 General rates, uniform annual general charges, rates penalties

- - - - - Targeted rates

- - - - - Subsidies and grants for operating purposes

756 775 794 814 835 Fees and charges

25,326 26,587 28,896 30,316 31,721 Internal charges and overheads recovered

- - - - - Local authorities fuel tax, fines, infringement fees and other receipts

29,106 29,677 32,061 33,554 35,034 Total Operating Funding

22,257 23,336 25,421 26,688 27,956 Payments to staff and suppliers

1,922 2,021 2,082 2,138 2,180 Finance Costs

2,030 2,134 2,316 2,431 2,543 Internal charges and overheads applied

- - - - - Other operating funding applications

26,210 27,490 29,819 31,256 32,679 Total Applications of Operating Funding

2,895 2,187 2,242 2,298 2,355 Surplus/(Deficit) of Operating Funding



	Annual Plan 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
Sources of Capital Funding						
Subsidies and grants for capital expenditure	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase / (decrease) in debt	12,784	27,533	6,396	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	12,784	27,533	6,396	-	-	-
Applications of Capital Funding						
Capital expenditure						
to meet additional demand	598	531	441	291	388	375
to improve levels of service	14,558	29,376	8,045	1,131	1,115	1,086
to replace existing assets	2,181	2,155	1,902	1,378	1,363	1,363
Increase / (decrease) in reserves	700					
Increase / (decrease) of investments	-	-	-	-	-	-
Total Applications of Capital Funding	18,036	32,062	10,388	2,800	2,866	2,825
Surplus / (Deficit) of Capital Funding	(5,251)	(4,529)	(3,992)	(2,800)	(2,866)	(2,825)
Funding Balance	-	-	-	-	-	-

\$000

Year 6
2026-27

Year 7
2027-28

Year 8
2028-29

Year 9
2029-30

Year 10
2030-31

Sources of Capital Funding

-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	Development and financial contributions
-	-	-	-	-	Increase/(decrease) in debt
-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	Other dedicated capital funding
-	-	-	-	-	Lump sum contributions

Total Sources of Capital Funding

Applications of Capital Funding

Capital expenditure

384	238	244	250	256	meet additional demand
1,114	927	950	974	998	improve levels of service
1,398	1,022	1,048	1,074	1,101	replace existing assets

Increase/(decrease) in reserves

-	-	-	-	-	Increase/(decrease) of investments
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Total Applications of Capital Funding

(2,895)	(2,187)	(2,242)	(2,298)	(2,355)	Surplus/(Deficit) of Capital Funding
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Funding Balance

-	-	-	-	-
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Group entities

COUNCIL CONTROLLED ORGANISATIONS

Council currently delivers a variety of services through Council Controlled Organisations (CCOs).

Council delivers strategic services or initiatives through a CCO where it considers this is a more effective, efficient and financially viable option compared to other means of delivery.

The Local Government Act 2002 defines a CCO as either:

A company:

- in which equity securities carrying 50% or more of the voting rights at a meeting of the shareholders of the company are:
 - held by one or more local authorities; or
 - controlled, directly or indirectly, by one or more local authorities; or
- in which one or more local authorities have the right, directly or indirectly, to appoint 50% or more of the directors; or

An entity in respect of which one or more local authorities have, whether or not jointly with other local authorities or persons:

- control, directly or indirectly, of 50% or more of the votes at any meeting of the members or controlling body of the organisation; or
- the right, directly or indirectly, to appoint 50% or more of the trustees, directors or managers (however described) of the entity.

Council has an interest in seven organisations that meet these definitions:

- Whangarei Art Museum Trust
- Whangarei District Airport
- Northland Regional Landfill Limited Partnership
- Whangarei Waste Ltd
- Northland Event Centre Trust
- Springs Flat Contractors Ltd
- Local Government Funding Agency.

The Local Government Funding Agency is a CCO by nature of many local authorities jointly having at least 50 per cent shareholding. There are 31 shareholders, of which Council is one.

Each of these organisations are required to complete a Statement of Intent (SOI), unless an exemption under the Local Government Act 2002 has been granted. Under the Act if an entity is exempt then it is not a CCO. Whangarei Waste Ltd, Springs Flat Contractors Ltd and Northland Event Centre Trust are exempt organisations.

The non-exempt entities are:

Whangarei Art Museum Trust (WAMT)

The Whangarei Arts Museum and the Hundertwasser Wairau Māori Art Centre are currently being managed by a Trust. The Trust has now changed its name to the Hatea Arts Precinct Trust (HAPT) by agreement with Council in February 2021. The new name will come into effect later this year.

Whangarei Art Museum Trust (WAMT) Due to the progression of the Hundertwasser Wairau Māori Art Centre project, on 14 December 2017 WAMT was de-exempt and is now subject to the reporting requirements under the Local Government Act 2002 (LGA). WAMT is incorporated as a Trust Board under the Charitable Trusts Act 1957. The board comprises seven positions, four appointed by Council. WAMT relies on funding from Council and its museum is located in Council-owned premises.

WAMT operates to the following principles to:

- be responsible for the establishment and management of an art museum
- properly maintain, catalogue, conserve and display works of art including Council's art collection
- support, stimulate and enhance the artistic and cultural life of our District
- purchase, collect and show quality works of art to enhance and enlarge the present collection
- promote the Whangarei Art Museum and to attract touring exhibitions and encourage artists to exhibit their work
- maximise the benefits of an art museum for the people of the Whangarei District and encourage the people of the Whangarei District and elsewhere to visit.

KEY PERFORMANCE TARGETS AND MEASURES

- Operate within agreed financial budgets
- Report on achievement against the strategic objectives and action areas (as outlined in the SOI) in the Half-yearly and Annual Reports
- Annually assess operation hours and exhibition quality to meet agreed funding
- Acquire and document all new items in accordance with WAMT collection management policy and procedure
- Ensure less than 1% of art work handled by staff or the public will suffer irreparable losses or damage
- Improve visitor experience
- Strengthen community engagement through programs, events and collaborative initiatives
- Evidence of 10 programs, events or initiatives developed or in development annually
- Improve awareness and attendance at WAMT

Whangarei District Airport (WDA)

The Whangarei District Airport is a fully serviceable airport for the use of visitors, residents and ratepayers and is required to meet the needs of scheduled and non-scheduled aviation operators and their customers.

It is a key activity that standards of safety are promoted and maintained, recognising the Civil Aviation Authority (CAA) and other safety and health requirements.

Our District Airport is a joint venture with the Crown through the Ministry of Transport. The principal activity is the provision of airport and landing facilities. The land is owned 100% by the Crown. Council's ownership consists of 100% of buildings and lighting and 50% interest in all other assets, liabilities and net surplus. Council operates the airport as the Airport Authority under the Airport Authorities Act 1966 (section 3) and its objectives are to run the airport in a cost effective and efficient manner while meeting Ministry of Transport requirements. Day-to-day management is effected by way of a management contract with Northland Aviation Limited.

KEY PERFORMANCE TARGETS AND MEASURES

- Operate within agreed financial budgets
- Actual spend ≤ budget
- Encourage new business development and existing business expansion by engaging alternative aviation and airport service providers and enabling business to grow through lease management and land use consent process
- Maintain user satisfaction through achieving satisfactory and very satisfactory ratings on the annual user survey
- Maintain employee development initiatives
- Maintain best practice noise management process
- Explore sustainability opportunities
- Maintain Airport Certification by continuing to meet certification standards required by the Civil Aviation Authority
- Meet required legislative timeframes under the Local Government Act 2002 and Civil Aviation Act 1990
- Maintain an effective safety management system
- Achieve overall decline in incidents

COUNCIL CONTROLLED TRADING ORGANISATIONS

A Council Controlled Trading Organisation (CCTO) is a CCO that operates a trading operation for making profit.

Council has one CCTO: the Northland Regional Landfill Limited Partnership.

Northland Regional Landfill Limited Partnership (NRLLP)

The NRLLP is operated under a limited partnership agreement between the limited partners Whangarei District Council and Northland Waste Limited. The General Partner is Whangarei Waste Limited.

Council's Prospective Statement of Financial Position records Council's investment in the Limited Partnership.

The day-to-day operational activities of the Partnership are managed by Quay Contracting Limited, a subsidiary of Northland Waste Limited through a management agreement with Whangarei Waste Limited. The main activity of the Partnership is to provide waste disposal facilities in the Whangarei District.

The scope of activities of the Limited Partnership is to:

- own and operate the Puwera Landfill
- own, operate and manage ReSort Resource Recovery Park
- conduct such other and waste management activities as the parties agree shall be dealt with by the Limited Partnership from time to time.

KEY PERFORMANCE TARGETS AND MEASURES

- Open both the Puwera Landfill and Re-Sort facilities for a minimum of 40 hours each week
- Achieve no notifiable health and safety incidents occurring at all operational sites owned by NRLLP
- Ensure Re-Sort facilitates a minimum of 40% diversion away from landfill of all material being handled through the site
- Maintain compaction of 0.7 tonnes of placed refuse per cubic metre of airspace used
- Ensure 6 months landfill capacity is maintained at all times
- Achieve a minimum of 70% landfill gas destruction

Local Government Funding Agency

The Local Government Funding Agency (LGFA) is not a subsidiary of Council. It is a separate entity, jointly owned by the Crown and 40 local authorities, including Council. The LGFA raises debt funding either domestically and/or offshore in either New Zealand dollars or foreign currency and provides debt funding to New Zealand local authorities.

The LGFA will operate with the primary objective of optimising debt funding terms and conditions for participating Local Authorities. Among other things this includes:

- providing debt to participating local authorities at the lowest possible interest rates commensurate with the relevant maturity
- making longer-term borrowing available to participating local authorities
- enhancing the certainty of access to debt markets for participating local authorities, subject always to operating in accordance with sound business practice.

The LGFA is a Council Controlled Organisation and provides Council with a Statement of Intent, Half-yearly Report, and an Annual Report under the Local Government Act 2002.



CAPITAL

EXPENDITURE

TE WHAKAPAUNGA UTU O TE HAUPŪ RAWA

	000's					
LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
 Transportation						
Amenity Lighting	-	92	95	97	306	444
Bridge and Structural Renewals**	-	2,050	1,986	2,035	6,790	9,872
Bus Shelters**	-	123	126	129	407	592
Bus Terminal	328	-	-	-	-	-
Coastal Protection	-	87	-	92	261	420
Community Led Development	286	-	328	-	-	-
Cycleways**	-	6,509	6,333	3,045	11,340	15,177
Cycleways - Unsubsidised	-	-	-	323	784	-
LCLR Lighting Improvements**	-	236	242	248	679	987
LCLR Major Bridge Repairs**	-	513	525	538	1,118	-
LCLR Minor Improvements Projects**	-	1,230	1,261	1,335	3,734	5,430
LCLR New Footpaths**	-	1,281	1,294	1,222	3,866	5,661

LCLR = Low Cost Low Risk

** Indicates the programme (or part thereof) attracts NZTA subsidies




000's

LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
LCLR Public Transport Infrastructure**	-	-	-	1,831	2,096	4,936
LCLR Resilience Projects**	-	1,025	1,051	1,615	5,092	7,404
LCLR Safety Improvements	-	2,050	2,101	2,832	12,944	14,684
LCLR Subsidised Seal Extensions	-	297	315	345	917	1,333
Lower James Street Upgrade	-	-	403	-	-	1,249
Other Roding Projects	-	-	-	-	758	-
Parking	-	308	315	323	1,018	1,481
Roding Drainage	-	1,461	1,505	1,550	4,935	7,310
Roding Subdivision Works Contribution	-	56	58	59	187	271
Seal Extensions	615	2,921	2,994	3,069	16,465	31,435
Sealed Road Pavement Rehabilitation	-	3,321	3,462	3,608	11,751	18,082
Sealed Road Resurfacing	-	5,084	5,300	5,523	17,987	27,681
Structures Component Replacement	-	1,584	1,626	1,664	5,368	7,951
Subsidised Road Improvements	-	14,863	-	4,482	26,645	20,759
Traffic Signs & Signals	-	871	897	925	2,944	4,360
Transportation Planning Studies & Strategies	-	154	-	-	174	-
Unsealed Road Metalling	-	2,296	2,370	2,446	7,818	11,640
Urban Intersection Upgrades	-	2,050	-	2,997	-	2,498
Whangarei City Centre Plan Implementation	-	-	420	5,061	7,782	-
Transportation Total	1,229	50,461	35,006	47,395	154,164	201,657

LCLR = Low Cost Low Risk





** Indicates the programme (or part thereof) attracts NZTA subsidies

000's

LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
 Water						
Three Waters Reform and Stimulus*	-	4,941	-	-	-	-
Wairua River Source and Treatment	-	-	4,728	17,230	4,967	-
Water Meters	103	359	368	377	1,188	1,728
Water Reservoirs	70	1,486	1,397	3,048	2,810	1,340
Water Reticulation	461	2,028	2,732	5,284	14,280	21,992
Water Treatment Plants	157	769	788	538	1,929	4,608
Whau Valley Dam Improvements	-	-	-	-	2,834	-
Water Total	791	9,582	10,012	26,478	28,008	29,667
 Solid Waste						
Transfer Stations	-	51	53	54	170	247
Solid Waste Total	-	51	53	54	170	247
 Wastewater						
Three Waters Reform and Stimulus *	-	1,661	-	-	-	-
Laboratory	-	16	17	17	320	79
Wastewater Asset Management	-	114	105	-	-	-
Wastewater Network	883	3,138	2,721	2,021	19,657	24,121
Wastewater Pump Stations	-	256	943	646	1,750	2,468
Wastewater Treatment Plants	-	1,005	2,779	6,678	7,028	16,374
Wastewater Total	883	6,189	6,565	9,363	28,755	43,042

* Three Waters reform funding by Central Government.

000's

LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
 Stormwater						
Three Waters Reform and Stimulus*	-	113	-	-	-	-
Stormwater Asset Management	-	322	586	407	1,283	1,416
Stormwater Improvements	128	1,558	2,032	2,151	11,779	18,327
Stormwater Total	128	1,993	2,618	2,558	13,062	19,743
 Flood Protection						
Hikurangi Swamp	-	95	412	345	1,086	1,171
Flood Protection Total	-	95	412	345	1,086	1,171
 Community facilities and Service						
 Parks and Recreation						
Blue/Green Network	740	2,870	840	1,400	4,427	7,149
Cemeteries	294	10	864	1,019	470	291
Coastal Structures	920	894	2,185	355	5,025	931
Land Purchases	-	-	-	359	377	396
Neighbourhood & Public Gardens	522	2,102	1,178	992	3,126	4,545
Neighbourhood & Public Gardens Renewals	-	103	-	-	-	-
Parks Interpretation Information	-	46	47	48	153	222
Playgrounds & Skateparks	144	288	444	693	1,429	1,313
Pohe Island Development	1,366	1,211	21	43	1,763	113


* Three Waters reform funding by Central Government.

LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
Public Art	51	-	-	54	57	122
Public Toilets	-	256	263	54	396	490
Sportsfields & Facilities	-	2,014	2,182	3,137	6,163	23,120
Visitor Destination Upgrades	-	1,042	-	-	-	-
Walkways and Tracks	185	60	342	311	1,432	2,152
Waterfront Programme	82	1,026	1,578	-	-	-
 Libraries						
IT Programme	-	112	115	117	370	538
Library Asset Renewals	-	5	508	5	221	25
Library Books	-	722	740	758	2,390	3,475
 Community Property						
Council-Owned Community Buildings	-	4,025	970	43	171	317
Pensioner Housing	-	1,486	1,523	1,562	2,632	2,221
 Community Development						
CCTV Network	31	154	158	162	509	740
Community Led Development	-	179	184	242	477	292
 Venue and Events						
Forum North Theatre Refurbishment	-	-	-	-	4,943	5,067
Forum North Venue	-	318	184	232	572	870
Lyric Theatre	-	-	-	-	-	6,308
Northland Events Centre	-	277	278	11,760	68	99

000's

LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
 Civil Defence						
Civil Defence & Emergency Management	132	52	607	1,994	154	254
Community Facilities and Service Total	4,466	19,252	15,211	25,341	37,324	61,051
 Planning & Regulatory Services						
Animal Shelter	-	2,563	1,576	-	-	-
Planning & Regulatory Total	-	2,563	1,576	-	-	-
 Governance and Strategy						
Three Waters Reform and Stimulus*	-	615	-	-	-	-
Commercial Property Operations	-	374	-	-	-	-
District Development	936	3,075	3,289	4,809	-	-
New Airport Evaluation	296	1,254	643	780	-	-
Whangarei City Centre Plan Implementation	-	-	-	-	1,526	5,119
Governance and Strategy Total	1,231	5,318	3,932	5,588	1,526	5,119

* Three Waters reform funding by Central Government.

	000's					
LTP Programme	Carry forward 2020- 21	LTP Year 1 2021- 22	LTP Year 2 2022- 23	LTP Year 3 2023- 24	LTP Years 4-6 2024- 27	LTP Years 7-10 2027- 31
 Support Services						
Business Support	-	564	578	592	849	1,234
Civic Buildings	-	21	21	22	68	99
Civic Centre	1,641	25,872	6,396	-	-	-
Digital Council	2,060	1,875	3,362	2,154	7,602	7,651
Health and Safety Resources	-	31	32	32	68	99
Support Services Total	3,701	28,362	10,388	2,800	8,586	9,082
Grand Total	12,429	123,865	85,773	119,920	272,682	370,779

CAPITAL PROJECTS WITH WAKA KOTAHĪ NEW ZEALAND TRANSPORT AGENCY (NZTA) SUBSIDIES

Capital projects that attract subsidies (at 53%) from NZTA are indicated on the previous pages with an asterix. As well as capital subsidies, Council also receives subsidies for our operational/maintenance roading programme.

Below is a summary of the budgeted NZTA subsidy revenue for the ten years of this Plan.

	\$000				
	LTP Year 1	LTP Year 2	LTP Year 3	LTP Year 4	LTP Year 5
OPEX Subsidy	7,664	8,061	8,301	8,609	8,799
CAPEX Subsidy	18,400	15,440	20,336	19,135	23,272
TOTAL	26,064	23,501	28,637	27,744	32,071
Subsidy / revenue	13%	13%	14%	14%	15%

	\$000				
	LTP Year 6	LTP Year 7	LTP Year 8	LTP Year 9	LTP Year 10
OPEX Subsidy	9,125	9,392	9,702	10,021	8,961
CAPEX Subsidy	24,692	24,588	21,436	20,840	21,305
TOTAL	33,816	33,980	31,138	30,861	30,266
Subsidy / revenue	15%	15%	13%	13%	12%

The timing of NZTA budgeting process doesn't align with our LTP process. Unfortunately, this creates some uncertainty for our planning process.

Subsidy revenue is included as part of our balanced budget calculation. This means if funding for a particular project is not approved, the impact is two-fold: removal of the project will impact our capital programme as well as our operating revenue and balanced budget result.

It is difficult for us to plan for this until we have more certainty of our approved funding level, which is not likely to be received until after this long term plan has been finalised.

In the event that subsidies available are considerably reduced from the levels budgeted, we would need to work through a number of questions:

If funding for a project is not approved, will the project still proceed?

A possibility may be to continue with a particular project and fund this through debt. This would depend on whether there is sufficient headroom within our debt cap.

Will we still have a balanced budget if the subsidy revenue is reduced?

This will depend on the extent the subsidy revenue is reduced. This LTP sets a sustainable budget that provides us with some flexibility to react to changes in our economic environment. However, being one of our bigger revenue streams it is possible that a reduction in subsidy revenue may cause Council to become unbalanced. If this occurs, we have various options available to us. Our Financial Strategy discusses these options in more detail.

What would this do to Council's debt?

A large reduction in subsidy revenue may result in an increase to Council debt. We would need to manage this within the debt parameters set in our Financial Strategy.

Does this mean my rates would increase higher than anticipated?

This would depend on the extent the subsidy revenue is reduced. Page 24-25 of our Financial Strategy explains some of the measures available to Council. Council reviews its rates increases in each Annual Plan process. This would be weighed up against other alternatives.



FINANCIAL

INFORMATION

TE PĀRONGO AHUMONI

Forecast financial statements

Whangarei District Council Prospective Statement of Comprehensive Revenue and Expenditure

	\$'000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Revenue						
Rates	103,784	111,033	116,955	122,953	128,927	135,198
Development and other contributions	2,990	7,078	7,078	7,078	7,622	7,622
Subsidies and grants	21,732	49,154	25,099	30,545	28,161	32,500
Fees and charges	12,953	16,315	16,715	17,169	17,635	18,068
Interest revenue	381	136	136	134	135	136
Other revenue	11,026	19,093	19,206	19,825	20,537	20,925
Total revenue	152,866	202,808	185,189	197,703	203,017	214,448
Expenses						
Other expenditure	66,132	78,418	79,183	83,143	81,266	83,098
Depreciation and amortisation	46,564	47,891	50,726	53,553	55,446	58,122
Finance costs	7,687	5,588	7,059	8,440	9,410	10,715
Personnel costs	29,435	30,833	31,940	33,082	34,266	35,490
Total expenses	149,818	162,729	168,908	178,218	180,388	187,425
Surplus / (deficit) before taxation	3,048	40,079	16,282	19,485	22,629	27,023
Taxation charge	-	-	-	-	-	-
Surplus / (deficit) after taxation	3,048	40,079	16,282	19,485	22,629	27,023
Other comprehensive revenue and expenses						
Gain / (loss) on infrastructure asset revaluation	17,959	78,595	21,878	22,357	87,212	23,884
Gain / (loss) on other asset revaluations	-	-	2,314	-	-	-
Total comprehensive income	21,007	118,674	40,473	41,842	109,841	50,906

	\$000					
	LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
						Revenue
	141,708	148,551	155,792	163,333	171,270	Rates
	7,622	8,208	8,208	8,208	8,839	Development and other contributions
	34,255	34,430	31,600	31,333	30,750	Subsidies and grants
	18,512	18,967	19,433	19,911	20,401	Fees and charges
	135	135	136	138	136	Interest revenue
	21,322	21,707	22,104	22,493	22,907	Other revenue
	223,555	231,998	237,272	245,417	254,303	Total revenue
						Expenses
	85,901	88,588	92,421	96,027	99,540	Other expenditure
	59,652	61,182	63,040	64,200	65,462	Depreciation and amortisation
	11,652	12,907	14,111	15,272	16,114	Finance costs
	36,761	38,078	39,444	40,857	42,323	Personnel costs
	193,967	200,754	209,015	216,355	223,439	Total expenses
	29,588	31,243	28,257	29,061	30,863	Surplus / (deficit) before taxation
	-	-	-	-	-	Taxation charge
	29,588	31,243	28,257	29,061	30,863	Surplus / (deficit) after taxation
						Other comprehensive revenue and expenses
	24,710	94,639	26,372	27,093	100,187	Gain / (loss) on infrastructure asset revaluation
	-	2,107	-	-	-	Gain / (loss) on other asset revaluations
	54,298	127,989	54,629	56,154	131,050	Total comprehensive income

Whangarei District Council Prospective Statement of Changes in Net Assets/Equity

	\$'000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Opening balance as at 1 July*	1,694,291	1,718,363	1,837,037	1,877,510	1,919,352	2,029,194
Total comprehensive revenue and expense	21,007	118,674	40,473	41,842	109,841	50,906
Adjustments and contributions to net assets/equity	-	-	-	-	-	-
Total recognised net assets/equity as at 30 June	1,715,298	1,837,037	1,877,510	1,919,352	2,029,194	2,080,100

* The opening balance for LTP Year 1 is taken from a revised forecast for 2020-21.

\$000					
LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
2,080,100	2,134,398	2,262,387	2,317,016	2,373,170	Opening balance as at 1 July
54,298	127,989	54,629	56,154	131,050	Total comprehensive revenue and expense
-	-	-	-	-	Adjustments and contributions to net assets/equity
2,134,398	2,262,387	2,317,016	2,373,170	2,504,220	Total recognised net assets/equity as at 30 June

Whangarei District Council Prospective Statement of Financial Position

	\$000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Assets						
Current assets						
Cash and cash equivalents	24,882	26,565	27,054	26,443	25,318	24,774
Debtors and receivables	22,936	20,596	18,606	19,941	20,457	21,696
Derivative financial instruments	61	-	-	-	-	-
Other financial assets	328	532	532	532	532	532
Other current assets	918	1,369	1,069	1,069	1,069	1,069
Assets held for sale	-	-	-	-	-	-
Total current assets	49,125	49,062	47,261	47,985	47,376	48,071
Non current assets						
Derivative financial assets	-	-	-	-	-	-
Other financial assets						
- Investments held in joint ventures and subsidiaries	12,226	11,223	11,103	11,172	10,644	10,158
- Investments held in other entities	2,970	3,046	3,046	3,046	3,046	3,046
Property plant and equipment	1,799,981	1,944,800	2,012,147	2,082,890	2,207,749	2,268,479
Intangible assets	12,773	12,394	12,435	11,741	11,316	10,695
Forestry assets	820	819	819	819	819	819
Investment properties	59,084	78,492	81,644	85,951	85,951	85,951
Total non current assets	1,887,854	2,050,774	2,121,193	2,195,619	2,319,526	2,379,148
Total assets	1,936,979	2,099,836	2,168,454	2,243,604	2,366,903	2,427,220

	\$'000					
	LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
						Assets
						Current assets
	24,424	23,791	23,102	22,447	20,447	Cash and cash equivalents
	22,673	23,577	24,125	24,994	25,945	Debtors and receivables
	-	-	-	-	-	Derivative financial instruments
	532	532	532	532	532	Other financial assets
	1,069	1,069	1,069	1,069	1,069	Other current assets
	-	-	-	-	-	Assets held for sale
	48,698	48,969	48,828	49,042	47,993	Total current assets
						Non current assets
	-	-	-	-	-	Derivative financial assets
						Other financial assets
	9,663	9,301	9,301	9,301	9,301	- Investments held in joint ventures and subsidiaries
	3,046	3,046	3,046	3,046	3,046	- Investments held in other entities
	2,338,766	2,484,104	2,558,061	2,631,929	2,774,520	Property plant and equipment
	9,995	8,434	7,856	7,374	6,945	Intangible assets
	819	819	819	819	819	Forestry assets
	85,951	85,951	85,951	85,951	85,951	Investment properties
	2,448,240	2,591,655	2,665,034	2,738,420	2,880,583	Total non-current assets
	2,496,938	2,640,625	2,713,861	2,787,463	2,928,576	Total assets

Whangarei District Council Prospective Statement of Financial Position

	\$'000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Liabilities						
Current liabilities						
Payables and deferred revenue	25,042	28,600	26,710	28,030	26,449	26,806
Derivative financial instruments	804	142	142	142	142	142
Current borrowings	30,000	30,000	28,000	30,000	30,000	30,000
Employee benefits liabilities	2,628	3,123	3,186	3,249	3,314	3,381
Provisions	55	47	94	45	31	41
Total current liabilities	58,529	61,913	58,132	61,466	59,936	60,370
Non current liabilities						
Derivative financial instruments	17,298	20,923	20,923	20,923	20,923	20,923
Non-current borrowings	144,000	179,000	211,000	241,000	256,000	265,000
Employee benefits liabilities	407	420	429	437	446	455
Provisions	1,346	453	371	336	314	281
Payables and deferred revenue	101	90	90	90	90	90
Total non current liabilities	163,152	200,886	232,812	262,786	277,773	286,749
Total liabilities	221,681	262,799	290,944	324,252	337,709	347,120
Net assets	1,715,298	1,837,037	1,877,510	1,919,352	2,029,194	2,080,100
Equity						
Retained earnings	938,300	1,007,133	1,015,061	1,043,041	1,052,082	1,063,210
Other reserves	72,597	59,819	68,173	59,678	73,266	89,161
Asset revaluation reserve	704,401	770,084	794,276	816,633	903,845	927,729
Total equity attributable to Council	1,715,298	1,837,037	1,877,510	1,919,352	2,029,194	2,080,100

	\$'000					
	LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
Liabilities						
Current liabilities						
	28,184	28,831	29,398	29,792	29,813	Payables and deferred revenue
	142	142	142	142	142	Derivative financial instruments
	30,000	30,000	30,000	30,000	30,000	Current borrowings
	3,448	3,517	3,588	3,659	3,733	Employee benefits liabilities
	35	43	34	45	35	Provisions
	61,809	62,534	63,161	63,639	63,723	Total current liabilities
Non current liabilities						
	20,923	20,923	20,923	20,923	20,923	Derivative financial instruments
	279,000	294,000	312,000	329,000	339,000	Non-current borrowings
	464	473	483	492	502	Employee benefits liabilities
	253	217	188	148	117	Provisions
	90	90	90	90	90	Payables and deferred revenue
	300,730	315,703	333,684	350,654	360,632	Total non-current liabilities
	362,540	378,237	396,845	414,292	424,356	Total liabilities
	2,134,398	2,262,387	2,317,016	2,373,170	2,504,220	Net assets
Equity						
	1,078,165	1,091,700	1,101,145	1,110,621	1,123,299	Retained earnings
	103,794	121,503	140,315	159,900	178,086	Other reserves
	952,439	1,049,184	1,075,557	1,102,649	1,202,836	Asset revaluation reserve
	2,134,398	2,262,387	2,317,016	2,373,170	2,504,220	Total equity attributable to Council

Whangarei District Council Prospective Statement of Cash Flows

	\$000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Cash flows from operating activities						
Receipts from rate revenue	100,837	110,767	118,342	122,022	128,568	134,334
Subsidies and grants received	21,171	49,098	25,390	30,349	28,086	32,318
Other revenue including development contributions	9,735	16,385	16,519	16,689	17,720	17,788
Fees and charges received	12,518	16,282	16,887	17,054	17,590	17,961
Interest received	380	135	141	131	134	132
Dividends received	35	35	35	35	35	35
Payments to suppliers and employees	(95,452)	(114,033)	(111,750)	(115,571)	(116,303)	(118,383)
Interest paid	(7,687)	(5,588)	(7,059)	(8,440)	(9,410)	(10,715)
Net cash flow from operating activities	41,537	73,081	58,506	62,268	66,418	73,469
Cash flows from investing activities						
Proceeds from fixed assets	-	-	-	-	-	-
Receipts from investments and loans	-	1,522	1,716	1,905	2,067	2,076
Purchase and development of fixed assets	(69,057)	(112,343)	(89,733)	(96,784)	(84,610)	(85,090)
Purchase of investments and loans provided	-	-	-	-	-	-
Net cash flow from investing activities	(69,057)	(110,821)	(88,017)	(94,879)	(82,543)	(83,014)

	\$000					
	LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
Cash flows from operating activities						
	141,027	147,921	155,411	162,727	170,607	Receipts from rate revenue
	34,112	34,298	31,520	31,206	30,611	Subsidies and grants received
	17,945	18,656	18,806	18,896	19,652	Other revenue including development contributions
	18,427	18,889	19,385	19,836	20,318	Fees and charges received
	133	132	134	135	133	Interest received
	35	35	35	35	35	Dividends received
	(121,952)	(126,317)	(131,560)	(136,661)	(141,832)	Payments to suppliers and employees
	(11,652)	(12,907)	(14,111)	(15,272)	(16,114)	Interest paid
	78,074	80,706	79,619	80,902	83,410	Net cash flow from operating activities
Cash flows from investing activities						
	-	-	-	-	-	Proceeds from fixed assets
	2,118	2,016	1,687	1,721	1,755	Receipts from investments and loans
	(94,541)	(98,355)	(99,995)	(100,279)	(97,166)	Purchase and development of fixed assets
	-	-	-	-	-	Purchase of investments and loans provided
	(92,424)	(96,339)	(98,308)	(98,558)	(95,411)	Net cash flow from investing activities

Whangarei District Council Prospective Statement of Cash Flows

	\$000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Cash flows from financing activities						
Proceeds from borrowings	22,000	37,000	30,000	32,000	15,000	9,001
Loan repayments received	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-
Loans granted	-	-	-	-	-	-
Net cash flow from financing activities	22,000	37,000	30,000	32,000	15,000	9,001
Net increase/(decrease) in cash, cash equivalents and bank overdrafts						
	(5,520)	(740)	489	(611)	(1,125)	(544)
Cash, cash equivalents and bank overdrafts at the beginning of the year*	30,402	27,305	26,565	27,054	26,443	25,318
Cash, cash equivalents and bank overdrafts at the end of the year	24,882	26,565	27,054	26,443	25,318	24,774

*The amount at the beginning of LTP Year 1 is taken from a revised forecast for 2020-21.

	\$000					
	LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
Cash flows from financing activities						
	14,000	15,000	17,999	17,001	10,000	Proceeds from borrowings
	-	-	-	-	-	Loan repayments received
	-	-	-	-	-	Repayment of borrowings
	-	-	-	-	-	Loans granted
	14,000	15,000	17,999	17,001	10,000	Net cash flow from financing activities
	(350)	(633)	(689)	(655)	(2,000)	Net increase/(decrease) in cash, cash equivalents and bank overdrafts
	24,774	24,424	23,791	23,102	22,447	Cash, cash equivalents and bank overdrafts at the beginning of the year
	24,424	23,791	23,102	22,447	20,447	Cash, cash equivalents and bank overdrafts at the end of the year

Reserve funds

Balances of reserves held are:

					\$000
		Estimated opening balance 1 July 2021	Transfers in	Transfers out	Estimated closing balance 30 June 2031
Asset revaluation Reserve		691,489	511,347	-	1,202,836
Total Asset Revaluation Reserve		691,489	511,347	-	1,202,836
Activity					
Trust Funds	Bequests held for specific purposes	11	-	-	11
Community Facilities and services	Community Development Fund 1 - to provide funding for land for reserves for community facilities on Council owned reserve land	4,181	1,850	-	6,031
Community Facilities and services	Community Development Fund 2 - to provide funding for community facilities on non-Council reserve land	7,312	3,235	-	10,547
Community Facilities and services	Community Development Fund 3 - to provide funding for performing arts activities	339	150	-	488
Community Facilities and services	Art Acquisitions - to fund acquisition of artworks	14	-	-	14
Community Facilities and services	Clock Purchases - to fund purchase of clocks for the Claphams Clocks Museum	52	-	-	52
Community Facilities and services	Leonard Library Reserve - bequest for the purchase of library books	233	-	-	233

\$000

		Estimated opening balance 1 July 2021	Transfers in	Transfers out	Estimated closing balance 30 June 2031
Governance and strategy	Property Reinvestment Reserve - to fund property purchases for a commercial return	16,628	1,860	10,534	7,955
Water	To hold any surpluses for future funding of water activities	16,968	-	16,968	-
General reserve	To fund operational grants committed but not paid	16	-	-	16
Solid Waste reserve	To hold any surpluses for future funding of Solid Waste activities	3,090	-	3,090	-
Flood protection- Hikurangi	To hold any surpluses for future funding of Flood Protection activities	61	4,041	-	4,102
Wastewater	To hold any surpluses for future funding of Wastewater activities	1,484	147,153	-	148,637
Total Reserves and Special Funds		50,387	158,290	30,591	178,086

Depreciation and amortisation by group of activities

	\$'000					
	Annual Plan 2020-21	LTP year 1 2021-22	LTP year 2 2022-23	LTP year 3 2023-24	LTP year 4 2024-25	LTP year 5 2025-26
Transportation	21,226	21,971	22,873	23,551	24,419	25,306
Water	6,139	6,571	6,936	7,071	7,436	7,912
Solid Waste	96	80	90	90	90	100
Wastewater	7,239	6,994	7,405	7,503	7,648	8,145
Stormwater	3,100	3,191	3,400	3,460	3,519	3,762
Flood Protection	300	299	319	319	320	341
Community Facilities and Services	5,848	6,281	6,899	7,178	7,471	7,865
Governance and Strategy	174	89	91	92	90	91
Planning and Regulatory Services	105	54	55	134	133	134
Support Services	2,337	2,359	2,658	4,155	4,319	4,467
Total depreciation and amortisation	46,564	47,891	50,726	53,553	55,446	58,122

	\$'000					
	LTP year 6 2026-27	LTP year 7 2027-28	LTP year 8 2028-29	LTP year 9 2029-30	LTP year 10 2030-31	
	26,246	27,209	28,179	29,097	30,015	Transportation
	7,962	8,038	8,420	8,453	8,525	Water
	100	100	100	100	100	Solid Waste
	8,252	8,330	8,755	8,845	8,962	Wastewater
	3,830	3,903	4,171	4,243	4,318	Stormwater
	341	342	363	364	364	Flood Protection
	8,087	8,279	8,959	9,053	9,130	Community Facilities and Services
	92	93	103	104	105	Governance and Strategy
	135	135	142	143	144	Planning and Regulatory Services
	4,607	4,751	3,848	3,799	3,799	Support Services
	59,652	61,182	63,040	64,200	65,462	Total depreciation and amortisation

Long Term Plan disclosure statement

FOR PERIOD COMMENCING 1 JULY 2021

WHAT IS THE PURPOSE OF THIS STATEMENT?

The purpose of this statement is to disclose Council's planned financial performance in relation to various benchmarks to enable the assessment of whether Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The Council is required to include this statement in its long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations (www.legislation.govt.nz) for more information, including definitions of some of the terms used in this statement.

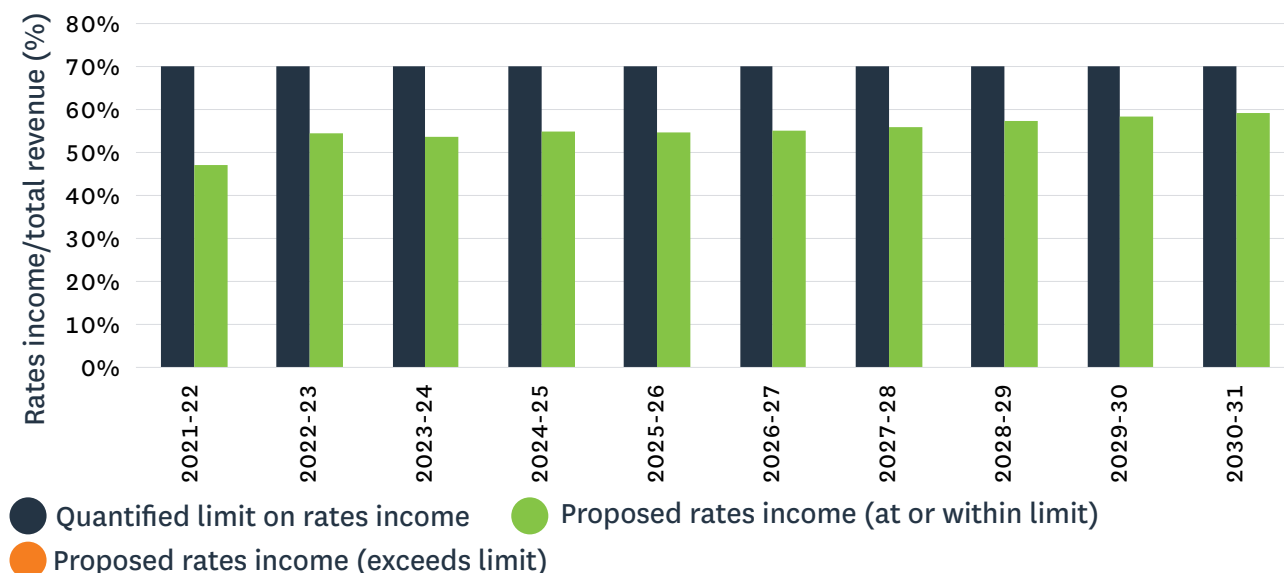
RATES AFFORDABILITY BENCHMARK

Council meets the rates affordability benchmark if:

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increase equal or are less than each quantified limit on rates increases.

Rates (income) affordability

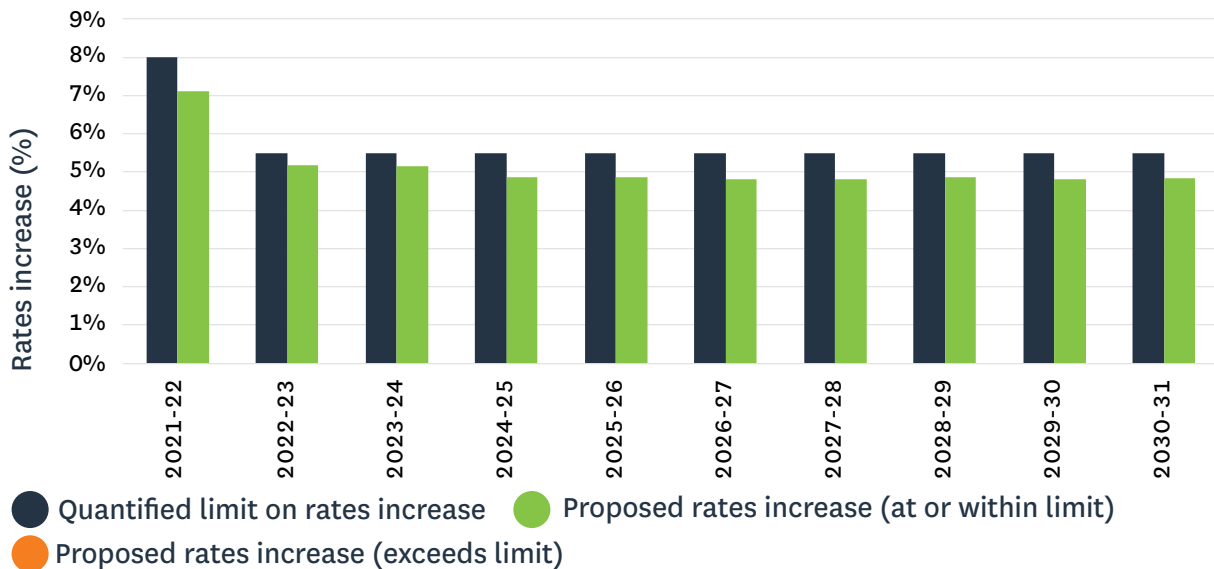
The following graph compares Council's planned rates with a quantified limit on rates contained in the financial strategy included in this LTP. The quantified limit is that rates income will not exceed 70% of total revenue.



Rates income excludes water rates.

Rates (increases) affordability

The following graph compares Council's planned rates increases with a quantified limit on rates increases contained in the Financial Strategy included in this LTP. The quantified limit is that the external net debt should not exceed LGCI plus 2% plus 1% growth annually except in the 2021-22 year where the limit is LGCI plus 4.5% plus 1% growth due to a 2% COVID-19 reset from the 2020-21 year and a 0.5% increase to respond to community submissions.



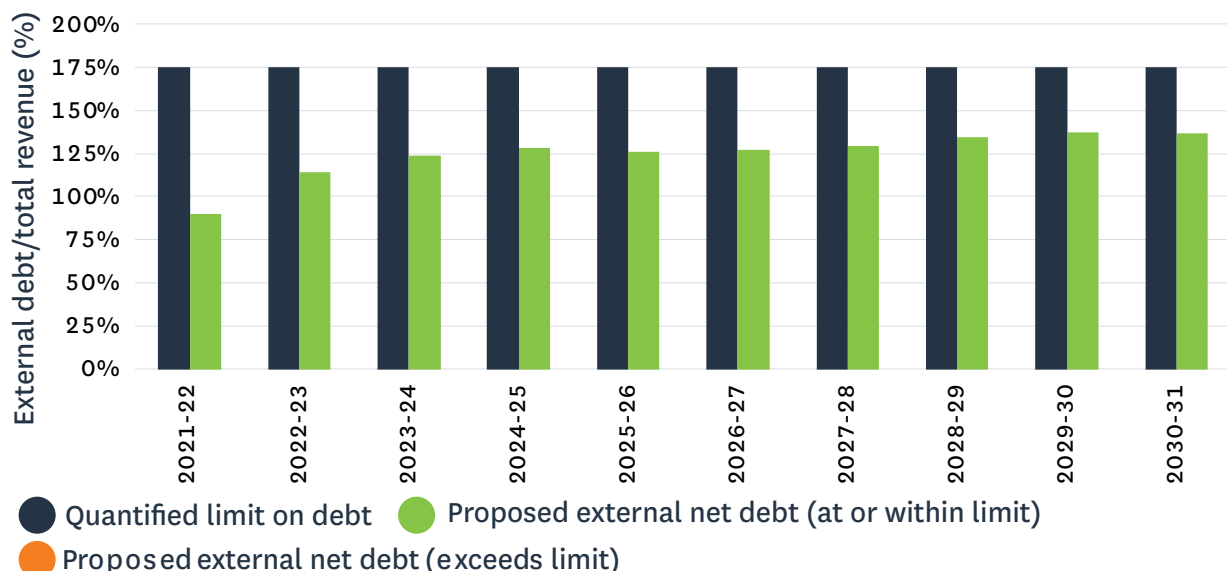
Rates income excludes water rates.

DEBT AFFORDABILITY BENCHMARK

Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

External debt

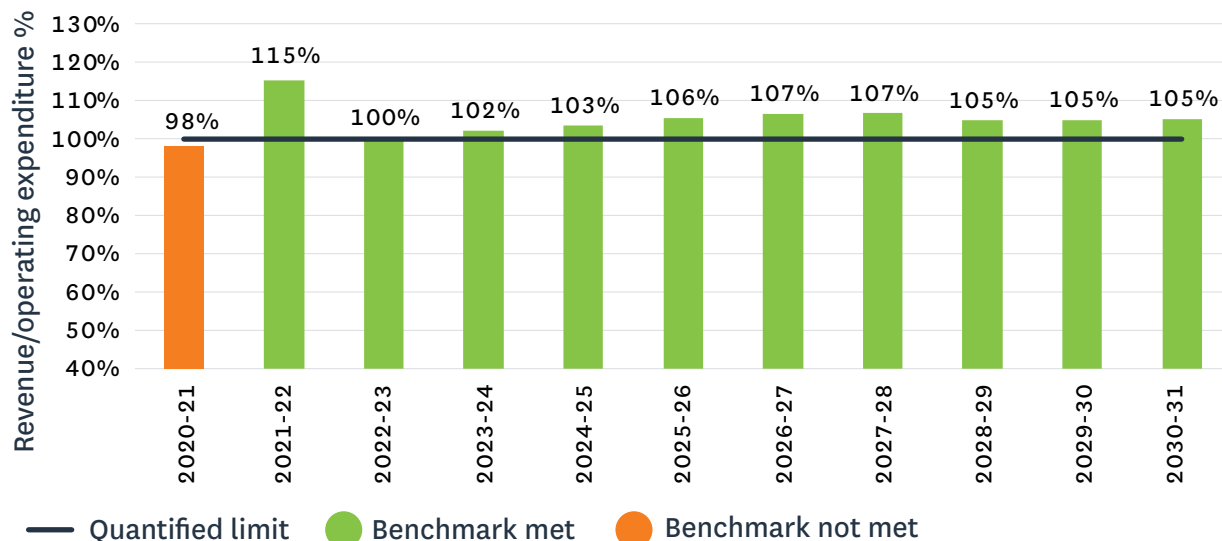
The following graph compares Council's planned debt with a quantified limit on borrowing contained in the Financial Strategy included in this LTP. The quantified limit is that net debt be no higher than 175% of total revenue.



BALANCED BUDGET BENCHMARK

The following graph displays Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant and equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant and equipment).

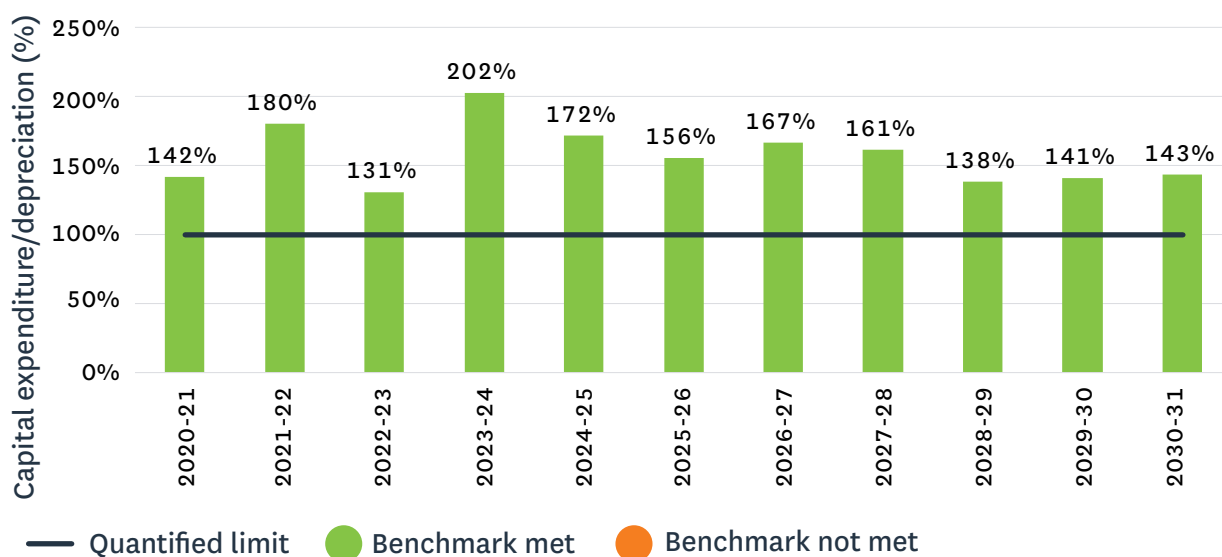
Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



ESSENTIAL SERVICES BENCHMARK

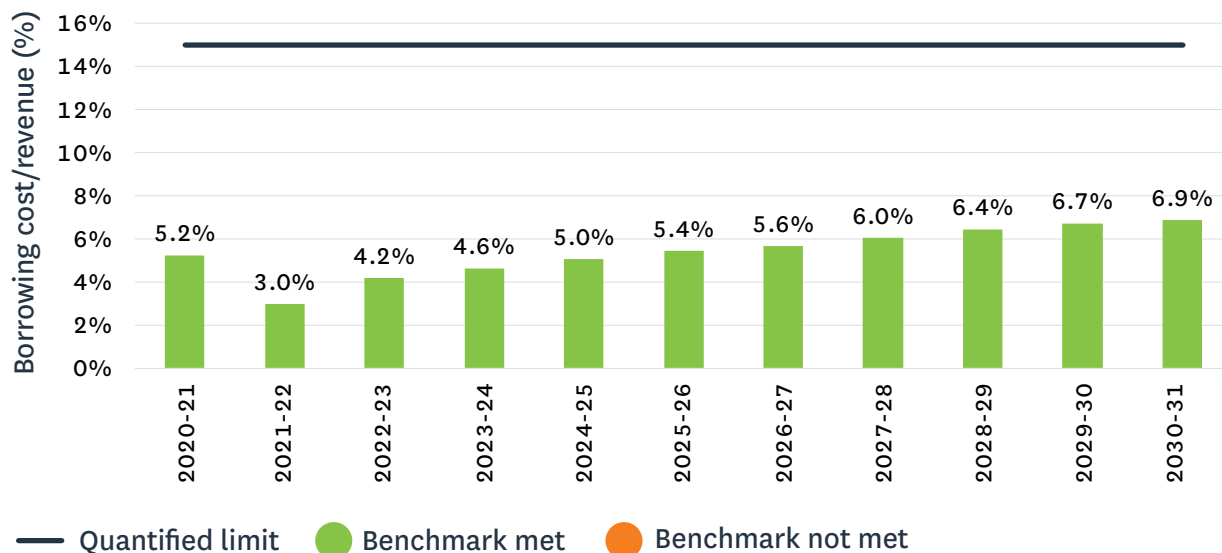
The following graph displays Council's planned capital expenditure on network services as a proportion of expected depreciation on those same network services.

Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.



DEBT SERVICING BENCHMARK

The following graph displays Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment). Because Statistics New Zealand projects Council's population will grow faster than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 15% of its planned revenue.





RATES

INFORMATION

TE PĀRONGO RĒTI

Funding impact statement

This statement sets out the information required by clause 15 of Schedule 10 of the Local Government Act 2002 to assist ratepayers in understanding the impact of the Long Term Plan (LTP). This statement should be read in conjunction with the Revenue and Financing Policy prepared as part of the LTP 2021-31 process. These rates are intended to be set in all years of the LTP. The amounts stated for 2021-22 are indicative.

FINANCIAL DISCLOSURES

The Local Government Act requires disclosure of all sources of funding in a prescribed format. The Funding Impact Statement showing the overall sources of funding, the amount of funds expected from each source and how those funds will be applied has been included on pages 146-149 of this document, which are to be read together with and form part of this Funding Impact Statement.

RATES

These rates are based on the funding requirements set out in the LTP together with the land values, and property numbers included in Council's Rating Information Database.

GENERAL RATES

General rates are set under Section 13 of the Local Government (Rating) Act 2002. Council proposes to set a general rate for all rateable land in our District.

The general rate will be made up of a uniform annual general charge (UAGC) and a value-based general rate.

Value-based general rates

The value-based general rate will be assessed on the land value of each rateable rating unit in our District.

The general rate will be set on a differential basis based on the category of land use and the activities which are permitted, controlled or discretionary for the area in which the land is situated.

The objective of the differential rate is to achieve the total revenue sought from each category, as set out on page 325.

Where a property is used for more than one purpose, the Council will consider apportioning the value of the property between the different categories. For properties where the additional use(s) is less than 30% of the rating unit's area and the apportioned land value is less than \$30,000, no rating apportionments will be created, and the rating unit will be categorised in the category that reflects the primary use.

Subject to legal rights of objection, it shall be at the sole discretion of Council to determine the use or principal use of any rating unit.

The value-based general rate for a given property will be assessed by multiplying the land value of the rating unit by the rate per dollar that applies to the differential.

These definitions are also used for the sewerage disposal rate.

DIFFERENTIAL BASIS

All rating units in our District are allocated to the most appropriate category. The categories are:

Category 1: Residential

All rating units which are used principally for residential or lifestyle residential purposes including lifestyle retirement villages, flats and apartments, that are not categorised as multi-unit. This category includes all rating units that are unused or used for a purpose other than a commercial and industrial one but that on their own and/or in the context of the surrounding land have been created and/or developed for residential use and/or are zoned for residential use.

Category 2: Multi-unit

All rating units used principally for residential purposes and on which is situated multi-unit type residential accommodation that is used principally for temporary or permanent residential accommodation for commercial purposes, including, but not limited to, hotels, boarding houses, motels, tourist accommodation, residential clubs, hostels, but excluding any properties which are licensed under the Sale and Supply of Alcohol Act 2012.

Category 3: Miscellaneous properties

All rating units not otherwise categorised.

Category 4: Rural

All rating units which are used (solely or with other rating units) principally for agricultural, horticultural, forestry, pastoral or aquaculture purposes, or for the keeping of bees, poultry or other livestock. This does not include rating units which on their own or in the context of the surrounding land have been created and/or developed for commercial and industrial use and/or mixed use but that are being used for one of the rural purposes described in the preceding sentence and/or zoned for commercial and industrial use. Also included in this category are rating units of which the land is unused but is primarily developed for and capable of being used for rural uses.

Category 5: Commercial and industrial

All rating units used principally for commercial, industrial or related purposes. This category includes properties licensed under the Sale and Supply of Alcohol Act 2012, and private hospitals and private medical centres. This category also includes rating units which are not being used but on their own or in the context of the surrounding land have been created and/or developed for commercial and industrial use and/or mixed use and/or are zoned for commercial and industrial use. This category also includes rating units that are being used for rural purposes but on their own or in the context of the surrounding land have been created and/or developed for commercial and industrial use and/or mixed use and/or are zoned for commercial and industrial use.

In the context of these definitions:

- mixed use means the commercial and industrial and residential use
- lifestyle residential purposes means land generally zoned rural, where the predominant use is residential and is normally less than 20 hectares.

Uniform Annual General Charge

The Uniform Annual General Charge (UAGC) is set under Section 15 of the Local Government (Rating) Act 2002. The UAGC will be charged to each separately used or inhabited part (SUIP) of a rating unit. The effect of this is that where a rating unit has more than one use or occupation, a separate charge will apply to each part.

The UAGC is calculated according to the judgement of Council on what is the proper balance between the fixed and variable parts of the general rate and on any consequential impacts on individuals and groups of ratepayers.

A UAGC of \$724.00 (including GST) will apply per SUIP for 2021-22. This is estimated to produce \$32.271m (including GST) for 2021-22 and equates to 37 percent of general rates revenue and 25 percent of total rates revenue.

DEFINITION OF SEPARATELY USED OR INHABITED PART OF A RATING UNIT

A separately used or inhabited part is defined as:

- any part of a property (rating unit) that is separately used or occupied, or is intended to be separately used or occupied by any person, other than the ratepayer, having a right to use or inhabit that part by virtue of a tenancy, lease, license, or other agreement
- any part of a rating unit that is separately used, or occupied, or intended to be separately used or occupied by the ratepayer.

Examples include:

- each separate shop or business activity on a rating unit
- each occupied or intended to be occupied dwelling, flat, or additional rentable unit (attached or not attached) on a rating unit
- individually tenanted flats, including retirement units, apartments and town houses (attached or not attached) or multiple dwellings on Māori freehold land on a rating unit

GENERAL RATES FOR THE 2021-22 FINANCIAL YEAR

Total general rates required for 2021-22 are \$86,141m GST inclusive. This is made up of the value based general rate and the uniform annual general charge.

The value-based general rate is set on land value and assessed on a differential basis. The differential rate in the dollar for each category of land use is set to achieve the share of the total revenue sought from each category. The percentage share of revenue sought from each category of land use for 2021-22 is:

Sector category	2021-22
Residential	65.97%
Multi-Unit	0.18%
Miscellaneous	0.29%
Rural	8.93%
Commercial and industrial	24.63%
Total	100.00%

The amount required from each category is divided by the total land value for that category to establish the cents in the dollar rate for each category. The relationship or differential between the categories will be the result of these calculations.

Details of the rates and the amount of revenue sought for the 2021-22 year is:

	\$ (GST inclusive)				
	Value-based general rates		Uniform Annual General Charge		
	Basis of assessment: Per \$ of land value		Basis of assessment: Per separately used or inhabited part of a rating unit		Total general rates
Type of rate	Rate 2021-22	Revenue sought 2021-22	Rate 2021-22	Revenue sought 2021-22	Revenue sought 2021-22
Residential category	0.0025738	28,204,000	724.00	28,620,000	56,824,000
Multi-Unit category	0.0051476	126,000	724.00	30,000	156,000
Miscellaneous category	0.0025738	137,000	724.00	114,000	251,000
Rural category	0.0032709	6,144,000	724.00	1,549,000	7,693,000
Commercial and Industrial category	0.0166764	19,259,000	724.00	1,958,000	21,217,000
Total		53,870,000		32,271,000	86,141,000

TARGETED RATES FOR THE 2021-22 FINANCIAL YEAR

Targeted rates are set under Section 16 of the Local Government (Rating) Act 2002.

Targeted rates are used where a Council service provides a specific activity or a benefit to a specific group of people and consequently it is these beneficiaries that are charged the cost of providing the service. It may apply to all ratepayers or a specific group of ratepayers.

Sewerage disposal rate

The activity for which the targeted rate is set is the operation and maintenance of the sewerage disposal system. The targeted rate is set on a differential basis. Residential connections will pay an amount per separately used or inhabited part of a rating unit (as defined on page 324), regardless of the number of toilet pans or urinals. Other premises, i.e. non-residential, will pay a fixed charge per toilet pan or urinal. The rate is only assessed on rating units connected to Council's wastewater system.

Details of rates for and the amount of revenue sought from, targeted rates for sewage disposal are:

			\$ (GST inclusive)
Type of rate	Basis of assessment	Rate 2021-22	Revenue sought 2021-22
Total			24,440,000
Residential category as defined in the value-based general rates category 1	Per separately used or inhabited part of a rating unit	803.00	19,704,000
Other non-residential as defined in the value-based general rates categories 2-5	Per toilet pan or urinal	513.00	4,736,000

Water rates

The activity for which the targeted rates is set is for the catchment, storage, treatment and distribution of water throughout various parts of our District. A targeted rate set under section 19 of the Local Government (Rating) Act 2002 will apply for water consumption based on water consumed as recorded by a water meter on a per cubic metre basis. The targeted rate under section 19 will be calculated as a fixed charge per unit (cubic metre) of water consumed ('Volumetric consumption charge').

A fixed targeted rate set under section 16 of the Local Government (Rating) Act 2002 will apply to all connected and metered properties ('Supply charge'). This is in addition to the volumetric consumption charge.

A fixed targeted rate set under section 16 of the Local Government (Rating) Act 2002 will apply per provision of service per SUIP of a rating unit for those premises where consumption of water is not recorded through a meter, but the property is connected to any of our District's water supply systems ('Uniform charge (unmetered)'). A supply charge is not assessed where the uniform unmetered water charge is assessed.

A fixed targeted rate set under section 16 of the Local Government (Rating) Act 2002 will apply per SUIP of a rating unit for availability of water ('Availability charge') where premises are capable of being connected to the water supply as they are situated within 100 metres of any public water supply reticulation system but are not connected.

Targeted rates for back flow prevention apply to all properties which have a back-flow preventer connected. The revenue will be used for the monitoring and maintenance of the back-flow preventers. The rate will be assessed on the size of the back-flow preventer.

Details of rates for, and the amount of revenue sought from, targeted rates for water are:

		\$ (GST inclusive)	
Type of rate	Basis of assessment	Rate 2021-22	Revenue sought 2021-22
Volumetric consumption charge	Volume of metered water consumed per cubic metre	2.32	16,550,000
Supply charge (metered)	Provision of service per separately used or inhabited part of a rating unit	35.00	982,000
Availability charge	Availability of service per separately used or inhabited part of a rating unit	35.00	6,000
Uniform charge (unmetered)	Provision of service per separately used or inhabited part of a rating unit	486.00	37,000
Backflow preventer charge	Provision of service per connection based on the nature of connection		119,000
	15/20mm connection	82.43	N/A
	25mm connection	83.56	N/A
	32mm connection	98.85	N/A
	40mm connection	101.16	N/A
	50mm connection	104.95	N/A
	80/100mm connection	264.34	N/A
	150mm connection	309.45	N/A
	200mm connection	512.51	N/A

Flood protection rate

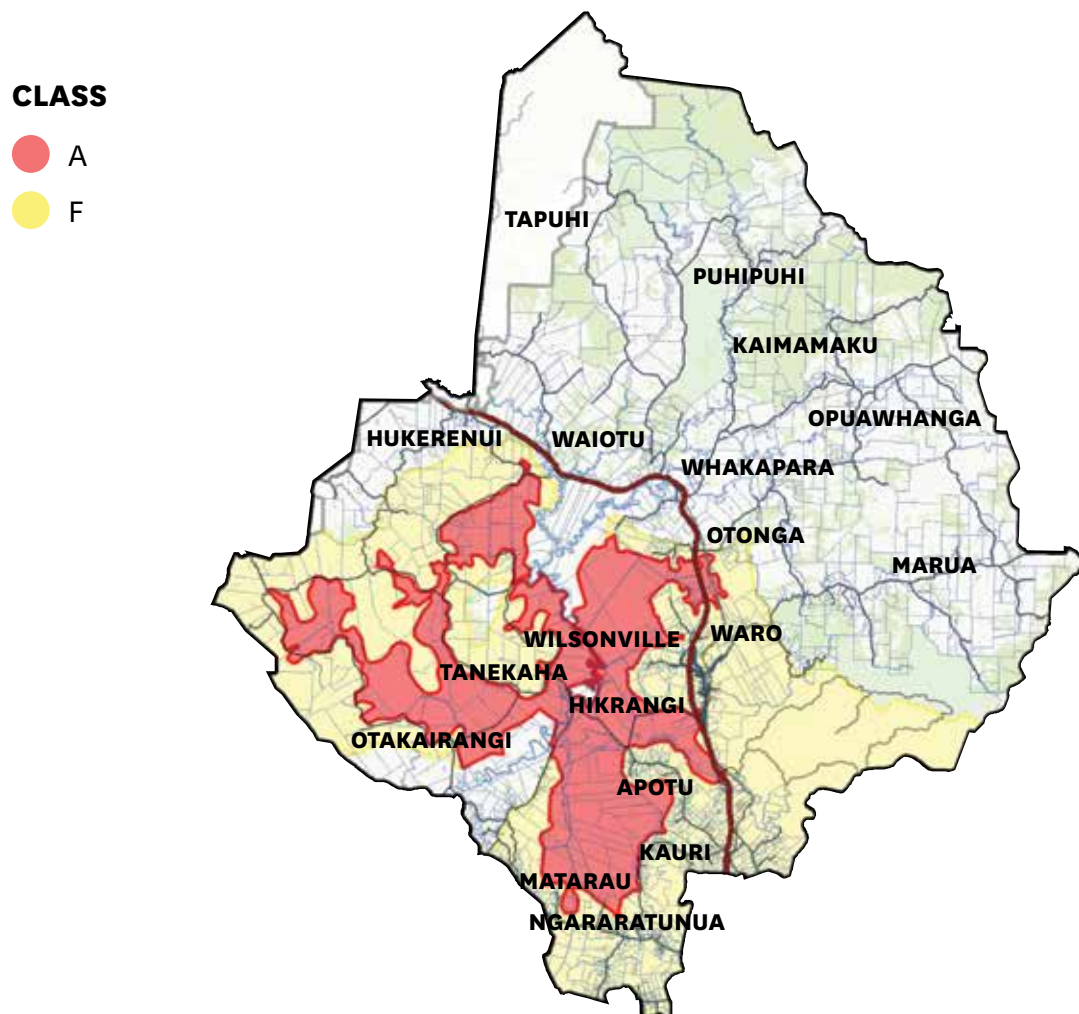
HIKURANGI SWAMP RATING DISTRICTS

A targeted rate applies to properties in the Hikurangi Swamp Special Rating District. The area of land within this special rating district is divided into classes based on location and area of the scheme on a property or part of a property. The activity funded by this targeted rate is to defray the costs of the Hikurangi Swamp Major Scheme set out on page 194.

The targeted rate is based on a differential graduated scale according to the class of the property and the area of land within the rating unit. Some properties may have areas of land which fall into several classes and the rating differentials are applied accordingly. The targeted rate per hectare for each category (class) of land is set out on the diagram below.

A second targeted rate applies to properties in the Hikurangi Swamp Drainage Rating District. The activity funded by this targeted rate is to defray the costs and charges of the Hikurangi Swamp draining scheme. The targeted rate applies differentially to two categories of land: class A and class F as set out in the Hikurangi Drainage District Diagram below. The targeted rate for each category is based on a differential graduated scale according to the class of the property and the area of land within the rating unit. The targeted rate per hectare for each category (class) of land is set out on the diagram below.

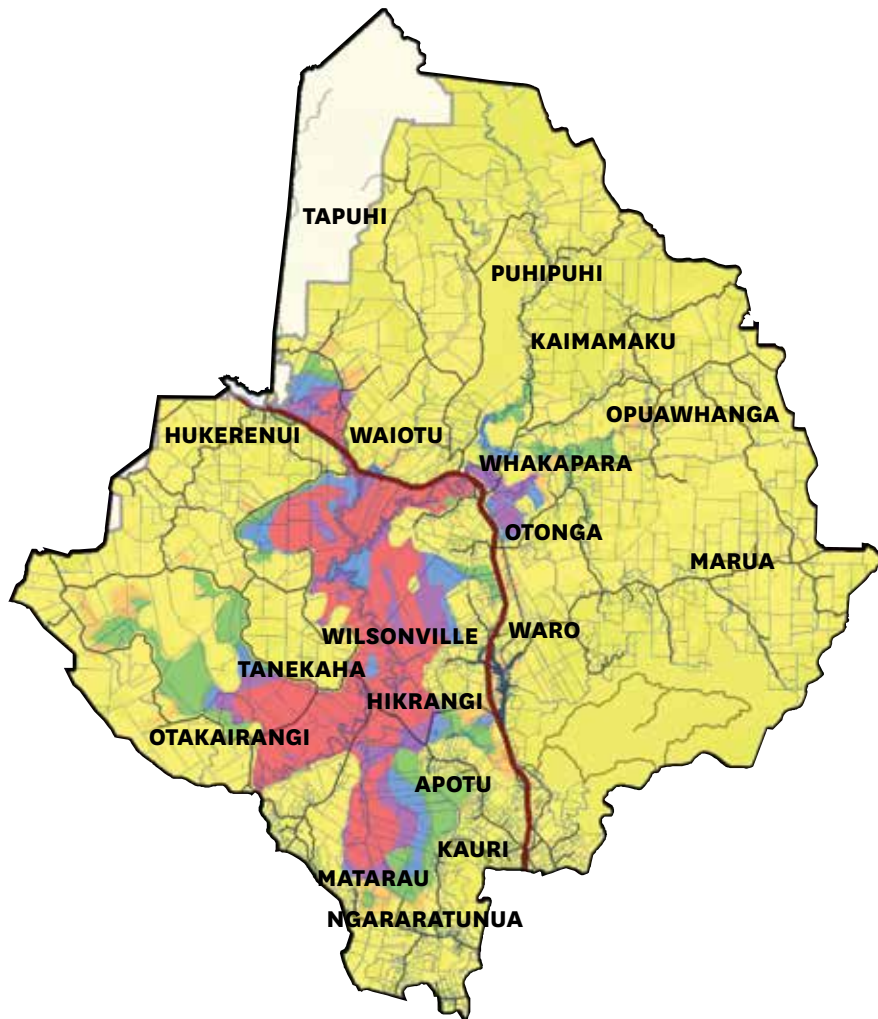
Hikurangi Drainage District



Hikurangi Major Scheme

CLASS

- A
- B
- C
- D
- E
- F



		\$ (GST inclusive)
Basis of assessment	Rate 2021-22	Revenue sought 2021-22
Total		1,343,000
Per hectare of land in the Hikurangi Swamp Special Rating area		1,196,000
Class A approx 2,485 ha	213.96	531,000
Class B approx 1,420 ha	192.56	273,000
Class C approx 1,344 ha	149.77	201,000
Class D approx 1,971 ha	21.40	42,000
Class E approx 1,108 ha	10.70	12,000
Class F approx 32,475 ha	4.28	137,000
Per hectare of land in the Hikurangi Swamp Drainage Rating District		147,000
Class A approx 5,592 ha	21.60	121,000
Class F approx 11,974 ha	2.16	26,000

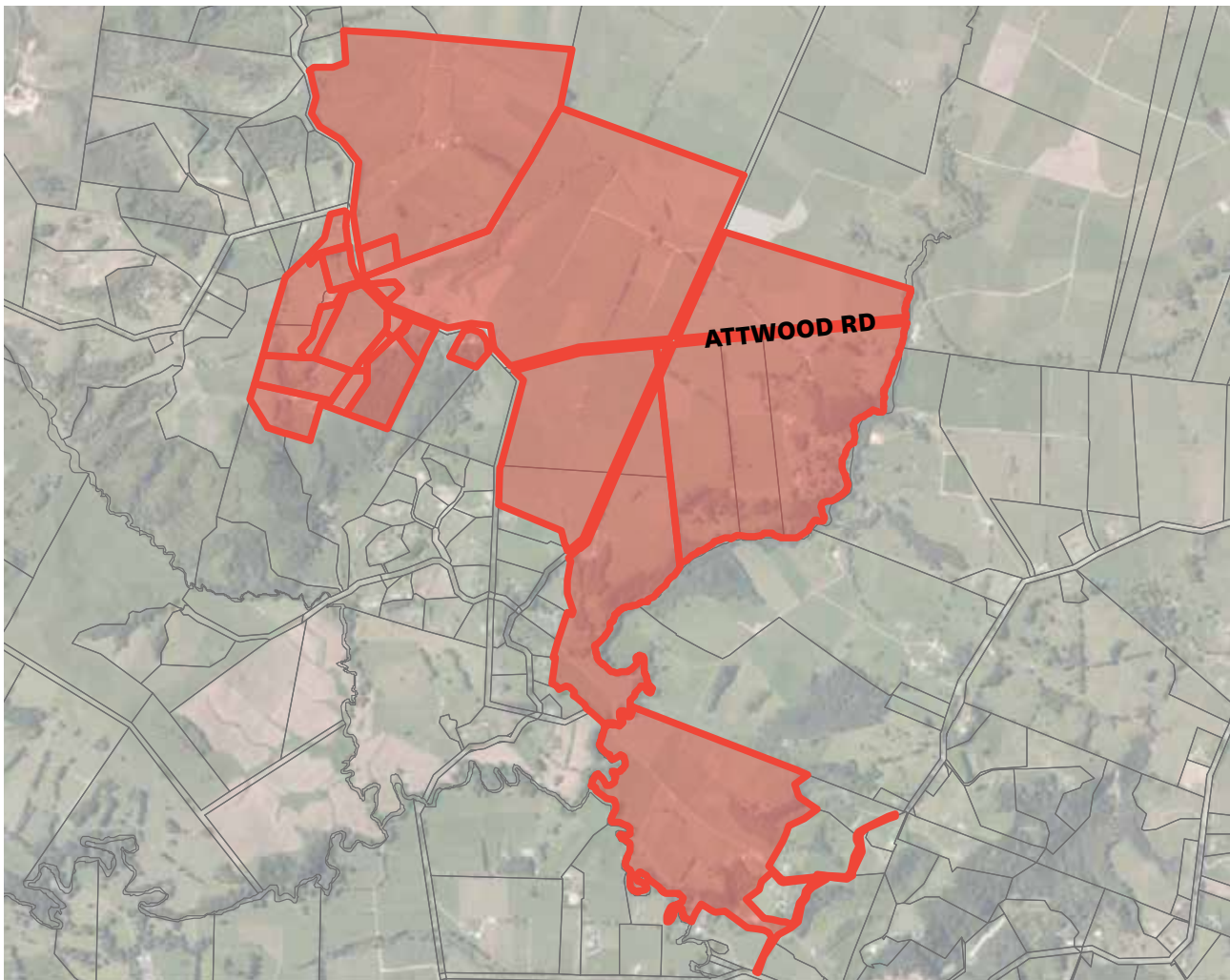
Roading seal extension rates

Council has a programme of roading seal extensions which are partially funded by ratepayers' contributions. The ratepayer contribution is \$4,600 GST inclusive per rating unit in the specified location/area of benefit. The ratepayer(s) may choose to pay the contribution in full, by 1 June 2021 or pay over five years from 1 July 2021 to 30 June 2026. If the ratepayer chooses to pay over 5 years, the amount in the 2021-22 year is \$920 GST inclusive per rating unit

The seal extension programme and rates are:

				\$ (GST inclusive)
Road	Area of benefit	Basis of assessment	Rate 2021-22	Revenue sought 2021-22
Attwood Road	Refer map A	Per rating unit	920	16,000
Brooks Road	Refer map B	Per rating unit	920	15,000
Massey Road	Refer map C	Per rating unit	920	24,000
Nook Road	Refer map D	Per rating unit	920	9,000
Tahunatapu Road	Refer map E	Per rating unit	920	14,000

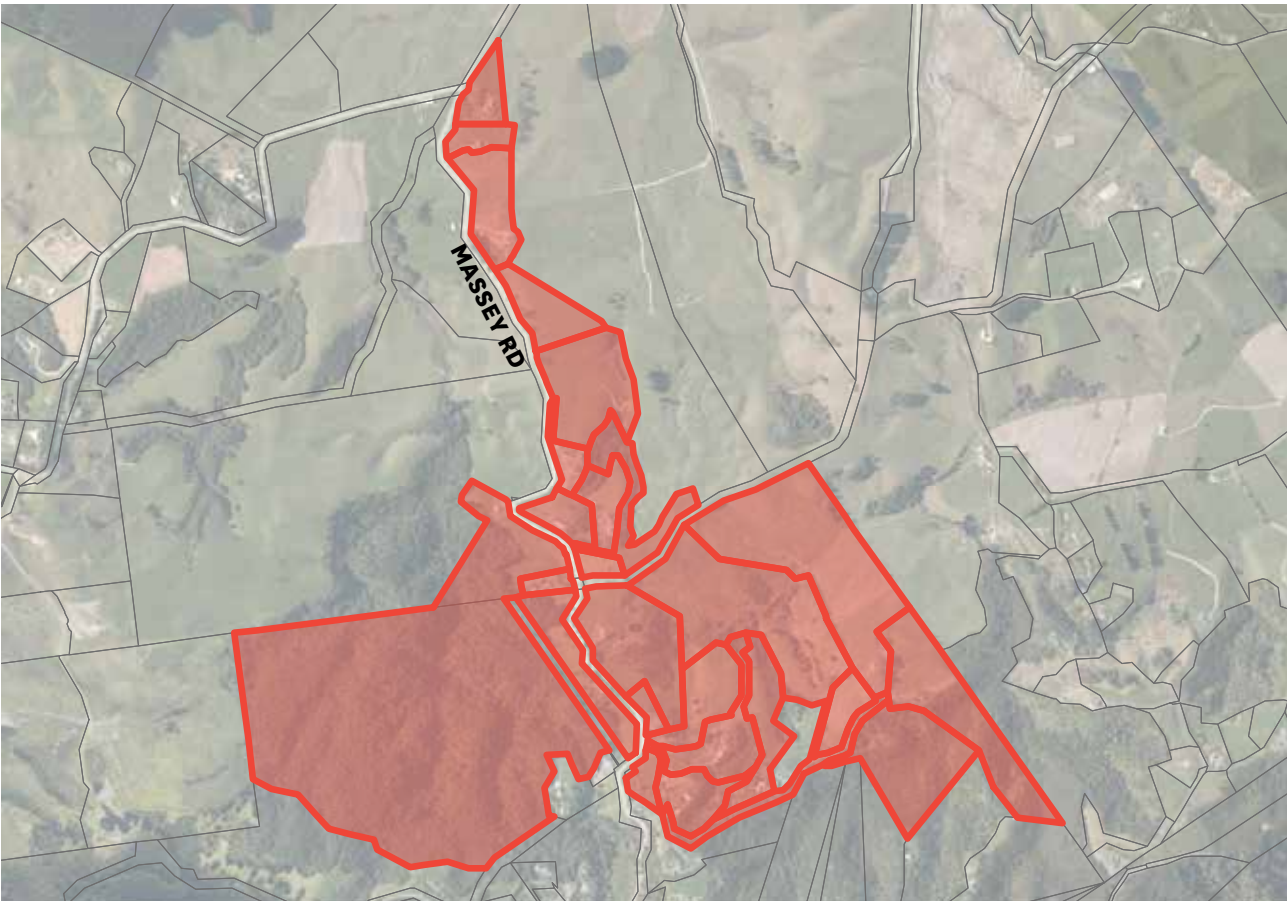
Map A: Attwood Road



Map B: Brooks Road



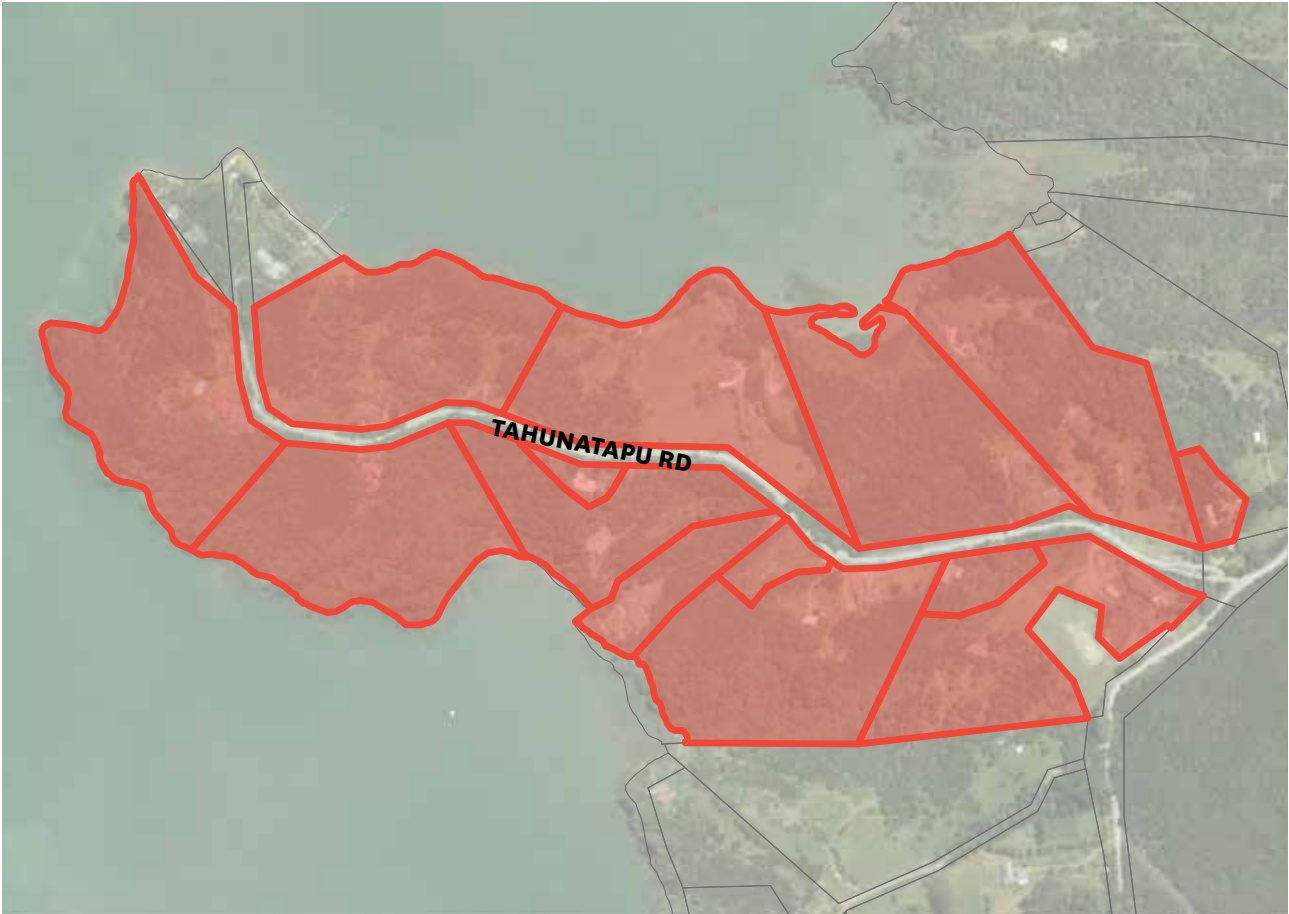
Map C: Massey Road



Map D: Nook Road



Map E: Tahunatapu Road



LUMP SUM CONTRIBUTIONS

Lump sum contributions will not be invited or accepted in respect of any targeted rate.

DISCOUNT FOR FULL PAYMENT OF ANNUAL RATES

No discount will be allowed for any rates.

DUE DATES FOR RATES

Due dates and penalty dates for rates other than metered water (volumetric, supply and backflow preventer charges) rates paid by instalments

Rates other than the volumetric, supply and backflow preventer charges for water will be invoiced in four instalments.

A 10% penalty will be added to the amount of each instalment which remains unpaid after the due date for payment as shown in the following table:

	Due date	Late payment penalty	Date penalty applied
Instalment one	20 August 2021	Penalty 10%	25 August 2021
Instalment two	20 November 2021	Penalty 10%	24 November 2021
Instalment three	20 February 2022	Penalty 10%	23 February 2022
Instalment four	20 May 2022	Penalty 10%	25 May 2022

Due dates and penalty dates for metered water (volumetric, supply and backflow preventer charges) rates

Water accounts are processed monthly, two-monthly or six-monthly. The supply and backflow preventer charges are invoiced in equal instalments, based on the frequency with which the water account is processed. Council agrees that the due dates of these accounts will be relative to the consumer's cyclic billing period and will show on the water rates invoice in accordance with the table that follows. A penalty of 10% will be applied to amounts unpaid after the due date, in accordance with the following table:

Month water rates invoice issued	Due date for payment	Date penalty will be added
July	20 August 2021	25 August 2021
August	20 September 2021	23 September 2021
September	20 October 2021	27 October 2021
October	20 November 2021	24 November 2021
November	20 December 2021	23 December 2021
December	20 January 2022	25 January 2022
January	20 February 2022	23 February 2022
February	20 March 2022	23 March 2022
March	20 April 2022	26 April 2022
April	20 May 2022	25 May 2022
May	20 June 2022	23 June 2022
June	20 July 2022	25 July 2022

Payment options

Payments for rates can be made:

- by direct debit weekly, fortnightly, monthly, quarterly or annually – our preferred method
- online at www.wdc.govt.nz/PayIt with a debit or credit card (please note additional charges may apply)
- internet banking
- by cash, EFTPOS or credit card at our offices: Forum North, Rust Avenue, Whangārei or 8 Takutai Place, Ruakākā.

All payments will be credited first to the oldest amount due.

ADDITIONAL CHARGES

Additional penalty on arrears of rates

All rates (land and water) from the previous rating years that remain unpaid as at 1 July 2021 will have a further 10% penalty added. This penalty will be added on 1 September 2021.

REMISSION AND POSTPONEMENT POLICIES

Remission and postponement policies are applied where Council has adopted a policy to alter the amount of rates payable in specific circumstances. These policies may be obtained from our website or on request in person or by phone.

SAMPLE OF PROPERTIES SHOWING RATES FOR 2021-22

Randomly selected sample of properties from each category.

The rates are based on values assigned as at 1 August 2018. Please note – Northland Regional Council rates are not included. Please refer to their LTP for the impact of their rates on your property.

The Uniform Annual General Charge and District-Wide Refuse Rate are combined for 2021-22, however they were separated for 2020-21. Road seal extension rates, water rates and flood protection rates are not included.

	\$	
Sample properties	2020-21	2021-22
Residential property in urban area with a land value of \$154,000		
General rate - land value	370.43	396.37
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Sewerage disposal rate	754.00	803.00
Total	1,801.43	1,923.37
Residential property in urban area with a land value of \$291,000		
General rate - land value	699.97	748.98
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Sewerage disposal rate	754.00	803.00
Total	2,130.97	2,275.98

	\$	
Sample properties	2020-21	2021-22
Residential (lifestyle) property with a land value of \$570,000		
General rate - land value	1,371.08	1,467.07
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Total	2,048.08	2,191.07
High value residential (lifestyle) property with a land value of \$2,112,000		
General rate - land value	3,723.79	3,984.49
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Total	4,400.79	4,708.49
Rural property with a land value of \$806,000		
General rate - land value	2,463.86	2,636.35
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Total	3,140.86	3,360.35
Rural property with a land value of \$2,570,000		
General rate - land value	7,856.23	8,406.21
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Total	8,533.23	9,130.21
Commercial property with a land value of \$496,000		
General rate - land value	7,730.36	8,271.49
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Sewerage disposal rate (1 pan)	482.00	513.00
Total	8,889.36	9,508.49
Industrial property with a land value of \$2,290,000		
General rate - land value	35,690.57	38,188.96
Uniform Annual General Charge	486.00	724.00
District-wide refuse management rate	191.00	-
Sewerage disposal rate (5 pans)	2,410.00	2,565.00
Total	38,777.57	41,477.96

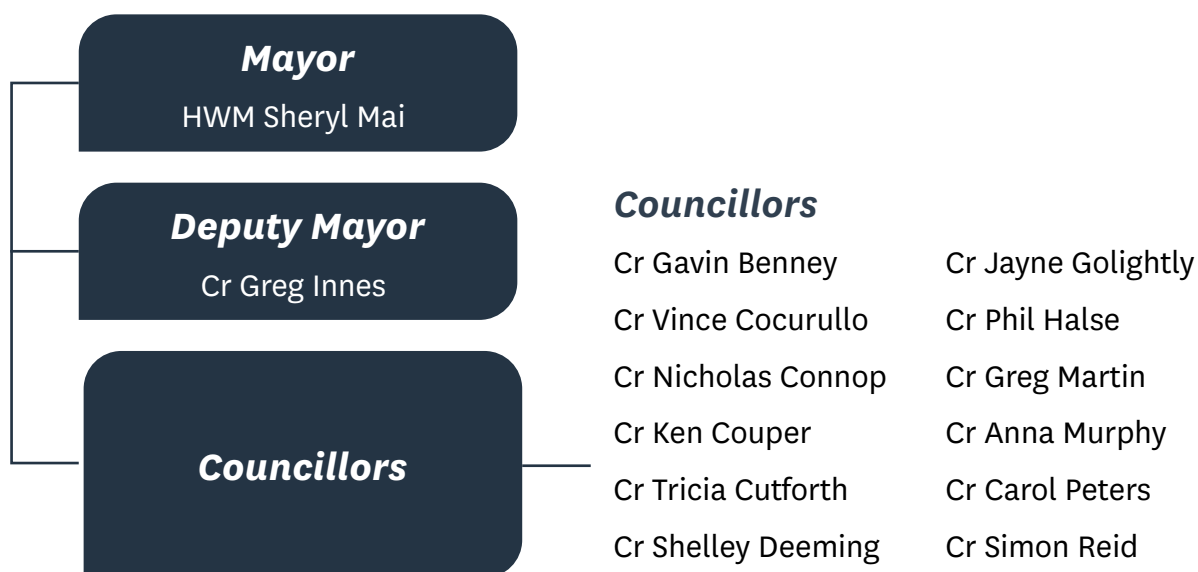


GENERAL

INFORMATION

TE PĀRONGO WHĀNUI

Governance structure



Committees of the Whole

COMMUNITY DEVELOPMENT COMMITTEE

Chair Cr Gavin Benney plus all Councillors

INFRASTRUCTURE COMMITTEE

Chair Cr Greg Martin plus all Councillors

STRATEGY, PLANNING AND DEVELOPMENT COMMITTEE

Chair Cr Shelley Deeming plus all Councillors

RISK AND AUDIT COMMITTEE

Independent Chair John Isles plus all Councillors

Māori Partnership

TE KĀREAREA STRATEGIC PARTNERSHIPSTANDING COMMITTEE

Chair Cr Phil Halse – Whangarei District Council

Chair Taipari Munro – Hapū

Specialist committees

COMMERCIAL PROPERTY COMMITTEE

Deputy Mayor Greg Innes

DISTRICT LICENSING COMMITTEE

Chair Commissioner

CIVIC HONOURS SELECTION COMMITTEE

Chair Cr Vince Cocurullo

CE REVIEW COMMITTEE

Chair HWM Sheryl Mai

EXEMPTIONS AND OBJECTIONS SUBCOMMITTEE (OF STRATEGY, PLANNING & DEVELOPMENT COMMITTEE)

Chair Cr Shelley Deeming

Organisational structure



Abbreviations and acronyms

AMP

Activity or Asset
Management Plan

BERL

Business and Economic
Research Limited

CAA

Civil Aviation Authority

CAPEX

Capital expenditure

CCO

Council Controlled
Organisation

CCTO

Council Controlled Trading
Organisation

CE

Chief Executive

CO

Council Organisation

CPI

Consumer Price Index

DCP

Development Contributions
Policy

FN

Forum North

GAAP

Generally Accepted
Accounting Practice

GIS

Geographic Information
System

GST

Goods and Services Tax

HWMAC

Hundertwasser Wairau
Māori Art Centre

IPSAS

International Public Sector
Accounting Standards

LA

Local Authority

LGA

Local Government Act
2002

LGCI

Local Government Cost
Index

LGFA

Local Government Funding
Agency

LTP

Long Term Plan

NEC

Northland Events Centre

NIF

Northland Intersectoral
Forum

NRC

Northland Regional Council

NRLLP

Northland Regional Landfill
Limited Partnership

NZIFRS

New Zealand International
Financial Reporting
Standards

NZTA

New Zealand Transport
Agency

OCR

Official Cash Rate

OPEX

Operational expenditure

PBE

Public Benefit Entity

PPE

Property, Plant and
Equipment

RDF

Regional Development
Fund

RPS

Regional Policy Statement

RFP

Request for Proposal

RMA

Resource Management Act

SOI

Statement of Intent

SCP

Special Consultative
Procedure

SUIP

Separately Used or
Inhabited Part

TA

Territorial Authority

UAGC

Uniform Annual General
Charge

WAMT

Whangarei Art Museum
Trust

WQGT

Whangarei Quarry Gardens
Trust

Glossary

Activity

The goods or services that Council provides to the community.

Activity Management Plan (AMP)

An operational plan that details policy, financial forecasting, engineering requirements and levels of service for non-asset-related Council activities.

Arrears

Money that is owed and should have been paid earlier.

Assets

Physical items owned by Council and used for the purpose of service provision to the community, for example property, plant and equipment.

Asset Management Plan (AMP)

An operational plan that details policy, financial forecasting, engineering requirements and levels of service for asset-related Council activities.

Annual Plan

An annual plan must be prepared by a council annually except in an LTP year and it must be adopted before the commencement of the year in which it operates. The purpose of the annual plan is set out in the Local Government Act 2002, section 95 (5).

Capital expenditure

The category of funding used for building new assets or increasing the value of existing assets.

Capital Value

The total value of the land including improvements. This is the probable price that would have been paid for the property if it had sold at the date of the last general valuation.

Community

The people of the area covered by Council.

Community Outcomes

Outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions. A local authority will consider these outcomes in the course of its decision-making.

Council Controlled Organisation (CCO)

An organisation for which Council maintains at least 50% voting rights or has the right to appoint at least 50% of the directors or trustees. CCOs are generally operated without the objective of making a surplus or profit and are usually set up to independently manage Council facilities or deliver specific services.

Council Controlled Trading Organisation (CCTO)

As for a Council Controlled Organisation but with the objective of making a profit.

Depreciation

The accounting expense that reflects the annual consumption of an asset's economic life.

Development Contributions (DC)

Payments received from developers to fund growth-related capital expenditure. These charges recover part of the cost of additional or upgraded infrastructure that is required to service new developments, e.g. roading, water, wastewater.

General rate

The rates charge against each rateable unit. It comprises the Uniform Annual General Charge (UAGC) and the rate in the dollar

calculated in accordance with Council rating policies.

Inflation

The Consumer Price Index (CPI) is the inflation rate that relates to household price increases while the Local Government Cost Index (LGCI) is the rate that relates to local government cost increases.

Infrastructure

Fixed utility assets including roads, sewerage, stormwater, water and waste.

Intergenerational equity

A common term used to express the spread of benefits across time. Much of the expenditure of a local authority is for infrastructure assets that have long service lives (such as roading networks). Current ratepayers should not be expected to fund all the benefits of future users, so costs are spread across current and future users.

Land Value

The assessment of the probable price that would have been paid for the bare land as at the date of the last general valuation.

Levels of Service

Describes in measurable terms the standard of services that Council will provide for each activity undertaken.

Local Authority (LA)

A regional council or territorial authority.

Local Government Act 2002 (LGA)

The key legislation that defines what Council's purpose and responsibilities are to the community and how they must be fulfilled and reported on.

Long Term Plan (LTP)

A 10-year plan adopted every three years that sets out the planned activities, budgets and service provision of Council.

Official Cash Rate (OCR)

The interest rate set by the Reserve Bank to meet the inflation target specified in the Policy Targets Agreement. The Agreement,

dated September 2002, requires the Reserve Bank to keep inflation at between 1% and 3% per annum.

Operating expenditure

The category of expenditure incurred as a result of Council's normal business operations.

Penalty (rates)

A charge that is added to rates that remain outstanding after the due date for payment.

Rating unit

One Certificate of Title equals one rating unit which will receive one rates assessment.

Rates postponement

A postponement delays the payment of rates until a later time (such as when the property is eventually sold).

Rates remission

Policies to provide assistance in the form of rates relief to ratepayers who meet specific criteria.

Regional Council

A council charged with managing the natural resources of its region including water, soil and air. Our regional council is the Northland Regional Council which represents the communities of the Far North, Kaipara and Whangarei districts.

Special Consultative Procedure (SCP)

The procedure that councils are required to undertake in certain decision-making circumstances, as defined by the Local Government Act 2002 (section 83).

Strategic asset

An asset or group of assets that the local authority needs to retain to maintain its capacity to promote any outcome it considers important to the current or future well-being of the community.

Targeted rate

A rate collected to fund a specific activity.
A rate that is targeted can only be used for the purpose of which it was collected.
Targeted rates are only charged to people who will benefit from the activity.

Territorial Authority (TA)

A city council or a district council.

Uniform Annual General Charge (UAGC)

A rate of fixed dollar amount applied to all properties. This is not related to the value of the property.

Valuation

An estimation of a property's worth.
Council carries out property revaluations every three years.

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Private Bag 9023, Whangārei 0148, New Zealand

Forum North Building, Rust Avenue, Whangārei

Ruakākā Service Centre, Takutai Place, Ruakākā

P: +64 9 430 4200

E: mailroom@wdc.govt.nz

W: www.wdc.govt.nz

[Facebook.com/WhangareiDC](https://www.facebook.com/WhangareiDC)