

The logo for LTP 2024-34 is displayed in white on a black background. It features the lowercase letters 'ltp' in a large, bold, sans-serif font. Below the 'ltp', the text '2024-34' is written in a smaller, bold, sans-serif font.

Volume one

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He reo mihi

Ko tātou tēnei i raro i te pou maunga o Te Whare Tapu, ko Manaia ka tārehua, e mihi ana ki te whenua, e tangi ana ki ngā tāngata. Homai he hau, kia turu atu taku manu kia paihere ai i te whenua me ōna tāngata. Ka rere rā i Manaia ki Kauri, ki Te Whara, ki Matariki, ki ngā maunga tūtei ki runga o ngā tai e kato ana ki ngā rekereke o Te Tokorima a Taranga – he tū whai ao, he tū whai pō.

Ka whakarērea rā kia tauihi ki runga o ngā ngaru hukahuka o te Terenga Parāoa, kia tau atu ki te take o Pākauhōkio, kia pakihere ai ki runga o te haupitonga o Tāwhirirangi, kia mātai iho ki runga o Rangiora, he whakahoro tautara ki runga o Kūkūnui, ki runga anō o Te Hurihanga o Kāwharu.

Tēnā ki muri, hoatu rā kia hoki whakauta ki runga o te māra a Tāne, ko Mareretū. E koko rā, mā roto i ngā pou, ko Waikiekie, ko Huarua o Tangihua ki roto, ko Ngātoka, ko Ruarangi ki waho. Hoatu rā i Whatitiri maunga ki Mangakāhia wai, ki reira kōperea atu rā i Te Tārai o Rāhiri me Tarakiekie, o Mōtatau me Tiwakawaka anō.

Kia puta atu rā ki Maunga Huruiki, tērā ko Parematā, ko Pukemoremore, ko Monoa, ko Te Ranga, ko Ngaiotonga e whakakurupae ana ki runga o te tai marangai.

Kia hoki mai taku manu, aurara rā ki tai, ki Te Rearea, ki Onekāinga, ki Matanui, ki Te Rehu o Tāne, ki Ohuatahi: aurara rā ki uta, ki Te Aratapu, ki Parikiore, ki Pukenui, ki Parihaka, kia hoki atu ai ki te pou o Te Whare Tapu, ki a Manaia.

Me mihi ngā puke me ngā maunga whakamarumarū, me mihi ngā hapori, mōna, mō koutou, otirā mō tātou katoa ngā ratonga ki roto o te mahere roa nei, he here i ngā tūmanako o ngā taura tangata o Whangārei ki uta, o Whangārei ki tai. Waiho i te toipoto, kei noho i te toiroa.

Acknowledgements

In recognition of the relationship between the land and its people, let us weave together the mountain peaks and waters that connect us across the Whangārei District. We begin at the mountains of Manaia, Kauri, Te Whara and Matariki that tower over the eastern tides that reach across to the Taranga and Māui islands.

We continue onwards over the tides of the Whangārei Harbour to reach the foot of Pākauhōkio, before climbing skywards to capture the southeast wind to cross the peaks of Rangiora, the Ruakākā forest before ascending to the top of Te Hurihanga o Kāwharu (Brynderwyn Hills).

Returning inland, we navigate over the Mareretū forest, the Waikiekie and Huarua mountains of the Tangihua range to the west and Ngātoka and Ruarangi to the east. Continuing onwards we reach Mount Whatitiri to then be guided up the Mangakāhia River before veering eastward through the passage provided by the peaks of Te Tārai o Rāhiri and Kiekie, then Mōtatau and Tiwakawaka.

In the opening we reach Mount Huruiki where the mountains of Parematā, Pukemoremore, Monoa, Te Ranga and Ngaiotonga can be surveyed stretching along the upper coastline.

Returning to the lower coastline marked by the hills and mountains of Te Rearea, Onekāinga, Matanui, Te Rehu o Tāne, and Ohuatahi: before turning inland to follow the path marked by the mountains of Hikurangi, Parikiore, Pukenui, and Parihaka, from where we return to where we started at Mount Manaia.

We extend our gratitude to everyone from the community and the many Teams across Council Operations and Governance for their dedication and hard work in bringing this long-term plan together. Thank you for your collective efforts and unwavering commitment to foster a strong, connected, and thriving community.



Funding our future

He whakatahua mō anamata

Building a future-ready District with better roads and more resilient infrastructure is the focus of this Long Term Plan. We've set a 10-year budget and work programme to ensure we can keep investing in our roads, pipes and facilities, complete Cyclone Gabrielle repairs, and plan for growth.

We have increased rates to 'balance the budget' and close the growing gap between our income and expenses. The last few years of high inflation have put significant pressure on budgets. The general rates increase of 17.2% for 2024-25 will help us keep up with the cost of delivering our services and make sure we are taking a responsible approach to funding our future. This plan will also see us reduce overall net debt by the end of this 10-year period.

Through the development of this plan, we sought feedback from the community on some options to do things differently, including our role in economic development and how we manage commercial property development.

After considering input from our community, both locally and regionally, we will become a Northland Inc. shareholder to strengthen our regional economic development body and drive better outcomes for Northland.

We have also identified a Council Controlled Organisation or a Council Controlled Trading Organisation as the preferred option for the development of Council-owned property that has commercial or strategic opportunities.

In response to community feedback, Council has included budget for several local projects that are unlikely to receive Central Government funding, including cycle trails at Waipū and One Tree Point, footpaths in Hikurangi and Ngunguru and public toilets in Maungatapere and Pīpīwai.

I would like to sincerely thank the community for your involvement in this plan – whether it was contributing at a residents and ratepayer group session, having a chat with us at one of the Long Term Plan drop-in sessions or hui, or making a submission on the plan.

We can now move forward with a plan to create a resilient, inclusive and sustainable Whangārei, and I look forward to the continued momentum and progress of our wonderful District.

His Worship the Mayor,
Vince Cocurullo





Introduction to this LTP

Kupu Whakataki mō te Mahere Roa





What we are working towards

Key priorities

1. Economic development and job creation.
2. Roading that is durable and safe.
3. Built in resilience and climate adaptation readiness.
4. Protection of our natural environment balancing access with conservation.
5. Housing and infrastructure to sustain and improve existing communities.

Vision

An inclusive, resilient and sustainable District.

Community Outcomes



Thriving local identity

- Thriving and safe communities.
- Welcoming – respect, generosity and care.
- Recognised as the best place to live, work and play.
- Protection of our natural environment balancing access with conservation.



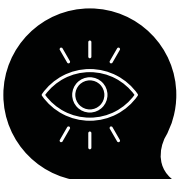
Diverse and inclusive culture

- Inclusiveness. Working together with shared visions.
- People feel safe.
- Celebrate our diverse heritage and cultures.
- Community events – sports, arts and cultural.



A great place to call home

- Roading that is durable and safe.
- Housing and infrastructure to sustain and improve existing communities.
- Diversity of transport options to improve connectivity.
- Top class facilities to host arts, cultural and sporting events.



Sustainable and resilient future

- Economic development and job creation.
- Built in resilience and climate adaptation readiness.
- Planned and balanced growth aligned with culture and values.
- Innovative and collaborative.

The Four Well-beings

The four well-beings are outlined within the Local Government Act 2002. It sets out that as a council we play a broad role in promoting the social, economic, environmental and cultural well-being of our communities. Each well-being is described below:



Social well-being

Involves individuals, their families, whānau, 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.



Economic well-being

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



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.



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.

Working with our local hapū

Whangārei District Council is working towards its vision of enabling local Māori participation. In 2020 the Te Kārearea Strategic Partnership Forum Standing Committee was established after many years of work by hapū and Council. Council also voted to establish a Māori ward for the 2022 and 2025 triennial Local Government elections and our first two Māori ward councillors were elected in October 2022. Working with our local hapū helps us deliver all our collective aspirations for Whangārei – early engagement along with collective project planning and programme delivery.





Where we are today

Much has changed since we set our last 10-year budget three years ago. The world is a different place, and we are all experiencing cost-of-living challenges.

Whangārei is quietly coming into its own. The eighth largest council¹ in New Zealand, we have a growing population, a unique urban, rural and coastal mix, passionate and hard-working businesses and a desire to keep moving forward. We have a keen sense of community and a range of opportunities that come with being an up-and-coming city.

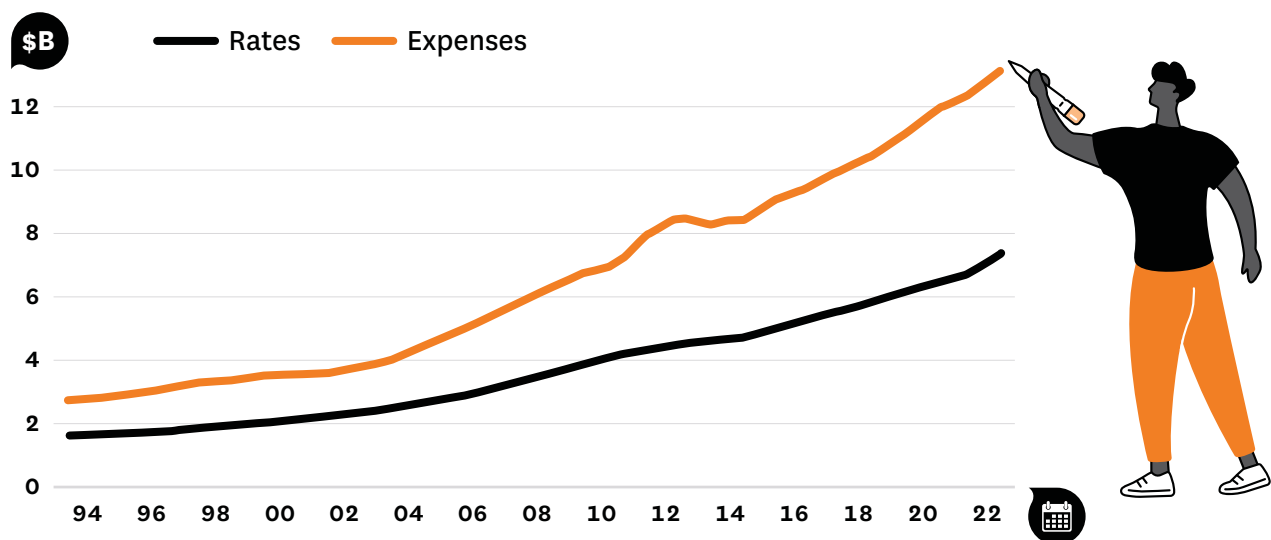
Like most other parts of New Zealand, we also have some challenges.

Challenges and headwinds

Widespread inflation

Inflation has pushed up costs for all of us over the last few years. As your Council, we need to spend much more than ever before just to maintain our existing services.

RATES HAVEN'T KEPT PACE WITH EXPENDITURE



Source: Infometrics. Graph shows local government expenses over time.

¹ Territorial local authorities by population as at June 2023



Bridges are

38%

**more expensive to build
than three years ago**



**Roads and water supply
systems are**

27%

**more expensive to build
than three years ago**



Sewerage systems are

30%

**more expensive to build
than three years ago**

Source: Infometrics.

We are under financial pressure

Just like households, local government is also seeing major increases in things like insurance and interest costs on what we've borrowed. The price we pay for many of our contracts has also risen sharply – meaning we have to pay a lot more to keep providing our services and to maintain all our assets.

Construction cost escalation a major challenge too

The cost of building new assets has increased substantially in recent years. While this wasn't unexpected, the amount of the increase was. Infometrics analysis found civil construction costs were up an average 27% over the last three years.

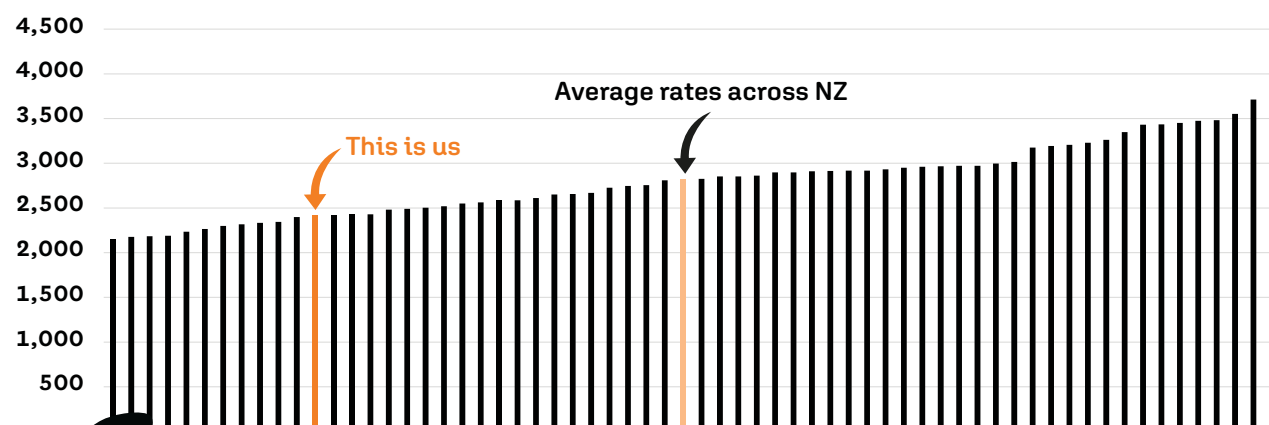
Things we build cost up to 38% more than they did three years ago, which has put major pressure on our budgets as we strive to keep things running the way they should, replace things that have worn out and cater for our growing population.



Our low rates haven't been covering costs

Coming into this LTP, Whangārei's rates were in the lowest quartile in New Zealand. Over the years, we have been stretching the dollar further and further to keep rate increases as low as possible. The economic conditions of the last few years have made it impossible to keep absorbing costs, and we have been signaling a growing gap between our income and expenses. This LTP addresses this shortfall and helps build a more financially sustainable Council that provides good services for the funding we have.

2023 Taxpayer Union Average Residential Rates



Source: New Zealand Taxpayers' Union. The data in this graph includes water rates.

Government is asking us to do more

Changes to central government legislation have seen local government's costs and responsibilities grow while our income stays largely static. The Government has added things that we need to do without giving councils money to pay for it.

We're continuing to deal with cyclone repairs

Responding to flooding and severe weather has been expensive.

Northland's local road network suffered approximately \$89m worth of damage from at least 10 different significant weather events since July 2022. We have restored most roads but we are still working on over 20 complex sites on 14 individual roads, which are expected to take 2-3 years to complete.

Today, we continue to pay for a significant amount of unplanned repair work to our roads, coastal facilities, stormwater systems, walkways and trails. With the potential for more frequent weather events, we need to spend more money now on repairing our networks and building resilience.

Rebuilding our roads

We need to rebuild roads – sealed and unsealed – and improve our drainage system so it is more resilient.

Central government is responsible for State Highway One access from Auckland through the Brynderwyns. We're responsible for the alternative routes, which we need to invest in to improve their resilience. This is critical to the well-being of our businesses and residents.

Increasing costs means we buy less work with each dollar, while our list of outstanding work grows. According to Local Government New Zealand, roads and water supply systems are 27% more expensive to build than three years ago.

Growth and climate resilience

Whangārei is planning for growth and a changing climate. This work needs to ramp up so we're ready for what's to come. Building more resilient infrastructure that caters to an increasing population is very important, particularly in high growth areas like Ruakākā.

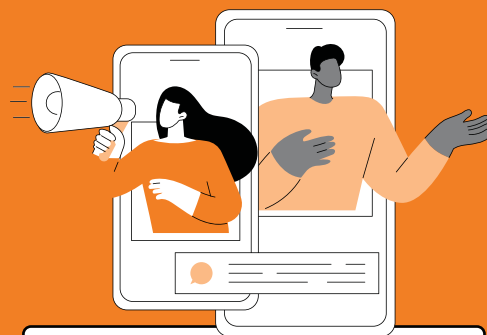
Looking after our assets

Just like homeowners who put away money for big expenses like a new roof, we also need to make provision for renewing our Council assets. This is funded through depreciation, which is one of our biggest expenses. We need to make sure we have enough funding to keep our assets in good condition.

We have a good history of improving assets (for example, our wastewater infrastructure) and we need to continue to do this.

We are committed to investing in our infrastructure, and are requesting more financial support from central government to increase infrastructure spending in Northland.

WHAT YOU'VE BEEN TELLING US



Such a fantastic event! Kids said it was the best day ever!

Why don't you do this work at night time when it's quiet on the roads?

When are you going to unblock this culvert? Everytime it rains it just washes down the road.

Thanks for patching up around the place. Still a lot more needs doing though.

Yay! My kids love biking that path and I love knowing they're safe and not biking right next to cars and trucks.



Where things landed with three waters

In February 2024, the Government repealed the previous government's Three Waters legislation and restored Council ownership and control of water assets. Future water reforms will be guided by the Government's Local Water Done Well legislation, which is currently being developed.

New laws regarding the delivery of three waters services are expected in 2024-25, which could change the way three waters services are delivered to communities. We'll know more once the Local Water Done Well legislation is confirmed.

Given that water may be managed differently in the future, we have not made any major changes to how we fund this service in the first year of this LTP.



Our approach to three waters in this plan

With ownership and control of water services now staying with councils, this LTP includes drinking water, wastewater and stormwater services.

While our drinking water infrastructure is in good shape, we need to spend more to improve resilience and meet increasing service expectations, manage the rising costs of managing stormwater in a changing climate, and prepare for growth, particularly in areas like Ruakākā and the city, where growth is limited by capacity constraints, particularly in our wastewater system.

Ruakākā growth

We are working with hapū partners on an integrated response to potential growth in Ruakākā, which includes a new wastewater treatment plant and disposal system and stormwater catchment management. The rate of growth in the area means that this investment is needed sooner than previously thought.

Future-proofing drinking water supply

We have included funding in this plan for improvements to our water treatment plant at Porotī. This is a critical project that will allow more water to be drawn from the Wairua River, helping to future-proof Whangārei's water supply.

Funding the increasing costs of managing stormwater

Through the income we have collected from our water and wastewater rates and development contributions, we already hold enough money in reserve to fund necessary investment in water and wastewater in the short-term.

Things are different for stormwater, which has been historically funded out of general rates and is an area where we are expecting to see a sharp rise in costs as we respond to a changing climate and growing public expectations.

We will be borrowing to fund all stormwater costs (including maintenance and capital projects) for the coming year (2024-25).

Funding this service through debt in Year 1 of the LTP means we can wait for more clarity from Government on how this service will be delivered in future before seeking more funding from ratepayers. It also gives us time to work through how to fund this service in the best and fairest way.

We'll work through proposed funding options for Year 2 and beyond with the community as part of the 2025-26 Annual Plan consultation. These options could include further increasing the general rates or introducing a stormwater targeted rate.





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-April 2024. Along with an overview of our plan and aspirations, we also sought feedback on three topics:

- Northland Inc shareholding
- freedom camping
- commercial property options.

Through the LTP process we heard from different people across the District. Community engagement during the consultation period included:

- drop-in sessions in Te Iwitahi Civic Centre, Ruakākā, Parua Bay and Hikurangi
- hapū engagement session at Te Iwitahi Civic Centre
- an online webinar with the Chief Executive
- a facilitated workshop with key groups in the community
- a Business After 5 event in partnership with the Northland Chamber of Commerce.

In total, we received 425 submissions from members of the public, organisations, groups and businesses. A total of 82 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.





Decisions made after public consultation

Public consultation on the draft Long Term Plan called for community feedback on three topics – including freedom camping, a shareholding in regional economic development agency, Northland Inc. and Council's commercial property management options. Beyond these three areas, we received feedback from the community on a wide range of topics. After reading through and considering all submissions, the following decisions and changes were made.

Northland Inc shareholding

Councillors voted in support of becoming a Northland Inc. shareholder in an effort to strengthen the regional economic development body to drive better outcomes for Northland.

As a shareholder, we will reallocate our annual Northland Inc grant funding of \$105,000 to their Investment and Growth Reserve and top it up with contributions of \$370,000 in Year 1 and \$482,000 in Year 2.

The shareholding will come into effect from July 2024. We will review the benefit of our involvement in Northland Inc before committing to ongoing membership or further funding beyond Year 2 (2025-26).

Freedom camping

Councillors decided against a further increase in rates to fund our freedom camping monitoring and compliance enforcement services going forward, and will instead investigate other funding options, including seeking central government funding and exploring unbudgeted revenue streams.

If alternative funding cannot be found Council will not have resourcing for freedom camping enquiries and complaints going forward.

Commercial property

Councillors decided on a Council Controlled Organisation (CCO) or a Council Controlled Trading Organisation (CCTO) as the preferred option for the development of Council-owned property that has commercial or strategic opportunities. This included up to \$30m of property, along with potential strategic opportunities such as the redevelopment of areas of Forum North (excluding the Forum North Entertainment Centre and the Central Library). We have committed \$150,000 in Year 1 for further investigation of development opportunities for a lower cost CCO/CCTO than was initially proposed through consultation, with \$500,000

budgeted per annum from Year 2 of the LTP for a CCO or CCTO.

In 2024-25, we will complete more detailed analysis of specific development opportunities before progressing. Further work is needed to establish mechanisms for the governance and oversight of commercial property, including clear delegations, hapū involvement and provision of external expertise. A Transition Advisory Board will be established to assist in this work.

Funding for local projects

Following community feedback, we have included funding for several local projects, including cycle trails at Waipū and One Tree Point, footpaths in Hikurangi and Ngunguru and public toilets in Maungatapere and Pipiwai.

Budget has also been included to progress the Tikipunga Sports Park Turf Development and the Tūtūkākā boat ramp project. In the city centre, funding has been allocated for Forum North and the potential Knowledge Precinct.

Funding for community and Council-controlled organisations

The LTP has been revised to include additional funding for a number of Council-controlled and community organisations, including Whangārei Art Trust and the Whangārei Aquatic Centre. New funding to strengthen and improve engagement with hapū has also been allocated.





Building a resilient Whangārei

More resilient infrastructure, better roads, and more connectedness (between roads, suburbs, and the rest of New Zealand) are all high on our wish-lists.

Our place is growing and developing and has benefited from planning and investment over the years.



Examples of investment over the years

- Town Basin, Te Matau a Pohe and the Loop
- \$45m sewerage investment (clean harbour)
- Pohe Island playground and Northland Rugby headquarters
- Dent/Quay Street re-alignment and Pūtahi Park
- Rugby World Cup 2021, played in 2022
- Whau Valley water treatment plant
- Kamo and Raumanga Shared Paths
- Investment in our libraries
- Walkways and tracks
- First region-wide climate adaptation strategy
- Ruakākā toilets
- Civic centre
- Hikurangi Repo
- New sportsfields at Parua Bay
- Porowini Ave extension and roundabout



Planning for growth

As the eighth-largest council¹ in New Zealand, we need to plan well for growth and support development led by others. Although not funded by Council, these include the hospital redevelopment (including improved access) or the Whangārei to Ruakākā expressway/rail network.

We also need to think about our community's growing sport and recreation needs. We'll be identifying the location and scope of our future Sports Hub to take pressure off existing facilities like Kensington Park, as well as working with the community to deliver the Hikurangi Sports Hub.

Bream Bay and northern areas of the city are under growth pressure and some key investments will be required to absorb the growth of these communities now and in future.

Where growth is a result of a higher density urban environment, this means we need to allocate more funding into renewing and improving current assets.



Future Development Strategy

Alongside working on this LTP, we have also been working with Northland Regional Council, tangata whenua and key stakeholders on building our Future Development Strategy. The Future Development Strategy covers a far longer period (20- 30 years) and paints a wider picture of the way our District will develop over that time. It is not about project planning, it is about direction setting. It covers how and where our District is likely to develop, what will happen in different areas and what Council will need to do to serve the communities in these areas in the most efficient way.

While the Future Development Strategy is yet to undergo public consultation and be adopted by Council, much of the work that has been done has informed key parts of this plan, including Council's Infrastructure Strategy.

¹ Territorial local authorities by population as at June 2023



Our infrastructure strategy

The tough economic climate, recovery from severe weather events and the need to build resilience means our focus for this 10-year budget is on looking after what we've got instead of taking on big projects, unless they are legislated by central government or needed to support our District's growth.

We will focus on replacing and maintaining our existing assets – making sure our roads, footpaths and water pipes are well kept, and our community facilities are well cared for. It will also mean the number of projects included for delivery in this plan is set at a realistic and achievable level.

We also need to look at what is needed further into the future. Our Infrastructure Strategy looks past the 10 years of the LTP out to a 30-year horizon. You can read the full Infrastructure Strategy on page 26 of LTP 2024-34 Volume Two.



Upcoming projects

The main focus for our capital works programme in this LTP is renewals and making sure that we are ready for the future. Even though times are tough, we need to take a responsible and forward-thinking approach to accommodating growth and pressures on infrastructure. These are mainly funded through a combination of debt and contributions from developers. A few of these projects have been funded by Central Government.

Some of these key projects are highlighted below:



Roading and transport

- Business case for Brynderwyn Detour Route Upgrade
- New coastal and rural footpaths
- Transportation and parking strategies
- Community led cycle projects – Waipū and Ruakākā
- Northern growth area bridge, roundabout and wetland
- New airport evaluation



Parks

- Hikurangi Sports Park development including a new skatepark
- Ōakura Sportpark and wetland development
- Onerahi Domain drainage and lighting
- New public conveniences
- Tikipunga artificial turf development





Wastewater

- Ruakākā Wastewater Treatment Plant upgrade disposal
- Tūtūkākā Dump Station
- City centre capacity increases



Water

- Whangarei Heads water pipeline replacement (including cyclone recovery)
- Porotī Water Treatment Plant improvements
- Trunk main upgrades in Onerahi, Station Road and Porotī
- Te Kamo and Three Mile Bush reservoirs



Stormwater

- Morningside flood relief via central government funding
- Localised flood mitigation and network improvement programme
- Whangārei City Flood Mitigation Strategy



Community facilities

- Forum North improvements for existing facilities and seed funding for a new theatre





Climate resilience

Since we declared a climate emergency in 2019 we have been building up our understanding, planning and response to climate change. We are not a large Council and have limited resources to deliver an extensive climate change programme. However, by working collaboratively with our regional neighbour councils on the Climate Adaptation Te Tai Tokerau (CATT) group we are able to deliver a more substantial response than we might if we were to deliver in isolation.

Many of Council's commitments are identified and measured through our jointly-adopted Te Tai Tokerau Climate Adaptation Strategy (TTCAS), developed by the CATT group. Here we present a snapshot of our climate change mitigation and adaptation responses with further information available on our website.

Mitigation

Mitigation is a key component of Council's work in addressing climate change. An important first step is raising awareness of and reducing our climate change impact.

Carbon Footprint Assessment

We undertook an external audit of Council's internal carbon footprint. The results formed an organisational benchmark for us to improve on through our Emissions Reduction Plan. Aligning our Plan to the targets set out in the Climate Change Response Act 2002 ensures we are well-placed to leverage national level support as we continue to reduce our organisational emissions.

Together with our neighbouring councils we commissioned the first regional and district level emission inventory for the 2021-22 financial year. Work led by Northland Regional Council will create a regional emissions reduction plan, which may impact us in terms of actions required.

Along with the other Northland councils, we partnered with Auckland Council to deliver FutureFit to our communities. FutureFit is a carbon footprint tool, which enables communities to engage with others on the topic of climate change and enables individuals to measure their carbon footprint and be challenged to reduce their footprint by selecting from a range of customised lifestyle choices.

Task Force on Climate-Related Financial Disclosures (TCFD)

The TCFD developed a set of 11 voluntary, consistent disclosure recommendations for organisations to provide information to key stakeholders about their climate-related financial risks.

Council undertook a gap analysis on our current practice compared to recommendations set by TCFD. While Council is at the beginning of its sustainability journey, the gap analysis identified that Council is aware of the risks and impacts of climate change. However, there are gaps in our communication with staff and our communities. We also need to document how we assess and manage climate-related risks across all areas of the organisation. These gaps will be addressed during the course of this LTP.

Adaptation

The recent extreme weather events are a reminder that we need to move faster to build resilience in response to our changing climate. Council is focused on helping our District to adapt to the effects of climate change including delivering on actions from the CATT strategy:

- **Understanding and planning for risks:** Our experiences over the past few years have highlighted the vulnerability of our coastal and riverside communities. Council's risk management programme includes work on flooding in the Central Business District, coastal areas and around rivers.
- **Community adaptation planning:** In December 2023, Council approved a coastal community adaptation programme with the Ōakura Whangaruru catchment identified as the pilot location. This programme is scheduled to start in July 2024. Further catchments are planned for later years in the LTP.
- **Improving roading resilience:** We will improve the resilience of our road network by increasing investment in road drainage.

Tangata Whenua-led Climate Planning Fund

Council, with the support of hapū, was successful in applying for funding from the Department of Internal Affairs for tangata whenua-led climate planning projects.

Punaruku Flood Mitigation Business Case

Punaruku and Whangaruru experience repeated and disruptive flooding. In partnership with hapū, a business case was completed which identifies a preferred way forward. Council has committed to implementing this plan.



Working together with tangata whenua

Climate impacts compound existing factors that reduce well-being and have a large and potentially disproportionate effect on tangata whenua. In recognition of this, Council has had hapū representation on climate change-related projects since 2019 including:

- **Climate Adaptation Te Tai Tokerau:** a joint working group made up of staff from all four Northland councils (Kaipara, Whangarei and Far North District councils, and Northland Regional Council), as well as hapū and iwi representatives; and
- **Northland's Joint Climate Change Adaptation Committee:** a formal standing committee, set up under the Local Government Act 2002 and involves Elected Member representation and hapū representation.

Find out more

Whangārei District Council Climate Resilience Hub

Available on www.wdc.govt.nz, this local content is updated frequently.

Climate Adaptation Te Tai Tokerau (CATT) website

The CATT website holds all joint regional climate related mahi, including the Te Tai Tokerau Climate Adaptation Strategy and priority actions.

NIWA Serious Games

Council purchased a series of adaptation-focused educational board games developed by NIWA. These are used at community events and are available to the community for their own educational event use.

Coastal protection workshops

In early 2024, Council ran a workshop on nature-based coastal erosion processes, which aligned with the adoption of Council's Coastal Protection Works Policy. We are planning a further series of place-based workshops along the Whangārei coast, to explain our Coastal Protection Works Policy.

King Tide Project

The King Tide project is led by Northland Regional Council and supported by the district councils. Citizen scientists contribute to data monitoring and collection by photographing the coastline during King Tide events to build a useful, local pool of knowledge.

Media stories

Council publishes regular updates and stories in social media and print relating to our work on climate change.

Our Draft Climate Action Policy outlines how Council will respond to climate change, guiding when and the extent to which climate change will be considered in Council decision-making. The draft was completed in July 2023 and will be considered for adoption by Council in Year 1 of the LTP.



Council Activities

Ngā mahi o te Kaunihera





Introduction to the Council Activities

What does this section include?

The information provided about each of the activities includes:

- purpose and strategic fit across the organisation
- how the activity is funded
- potential negative effects
- how the activity aligns with social, economic, environmental and cultural well-beings
- how the activity contributes to our Community Outcomes
- 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 are how you will be able to tell whether we have done what we said we would do)
- changes in levels of service
- the money we have budgeted for the activity.



Our activities

The work that Council does has been grouped into 12 key activities.



1 Transportation

Integrated transport system, roading, footpaths, public transport infrastructure, walking and cycling, carparks



2 Parks and Recreation

Sports and active recreation, playgrounds, walking tracks, natural areas, cemeteries and public toilet facilities



3 Water

Water quality and safety and resilience of supply



4 Wastewater

Wastewater network and treatment



5 Stormwater

Stormwater management and freshwater quality and catchment planning



6 Coastal Systems and Flood Management

Mitigate risks to the community from coastal and fluvial flooding



7 Flood Protection

Hikurangi Repo Flood Management Scheme



8 Solid Waste

Waste minimisation, collection and disposal



9 Community Facilities and Services



Libraries

Public libraries



Community Property

Pensioner housing and community halls



Community Development

Community-led development, grants and community funding, community safety, advisory groups and welcoming communities



Venues and Events

Council-owned venues and events



Customer Services

Contact centres and visitor information centres



Civil Defence Emergency Management

Civil defence preparedness, response and recovery



10 Planning and Regulatory



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



11 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.



Tiriti Relationships

Nurturing and enhancing our Tiriti relationship for the betterment of the District



District Development and Commercial Property

Economic development, destination marketing and commercial property



12 Support Services

Finance services, rates and revenue, people and capability, ICT, communications, business support, capital projects, planning and development engineering.



Prospective Summary Funding Impact Statement

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	85,451	101,358	112,458	124,998
Targeted rates	42,998	44,500	53,238	58,796
Subsidies and grants for operating purposes	17,093	16,154	12,255	12,576
Fees and charges	18,085	19,189	19,611	20,062
Interest and dividends from investments	3,330	3,809	3,014	3,239
Local authorities fuel tax, fines, infringement fees and other receipts	9,780	10,407	10,583	10,772
Total Operating Funding	176,737	195,417	211,159	230,443
Applications of Operating Funding				
Payments to staff and suppliers	133,779	146,753	145,149	145,183
Finance Costs	10,631	13,210	14,400	15,746
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	144,410	159,963	159,549	160,929
Surplus / (Deficit) of Operating Funding	32,327	35,454	51,610	69,514

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
132,666	140,671	149,018	157,709	166,907	176,473	186,587
65,428	68,429	71,481	74,637	77,939	81,349	84,923
12,352	12,707	12,936	13,093	13,355	13,608	13,867
20,522	20,974	21,414	21,843	22,279	22,702	23,133
2,786	3,926	3,610	4,424	3,911	4,181	4,137
10,958	11,153	11,337	11,516	11,699	11,876	12,056
244,712	257,860	269,796	283,222	296,090	310,189	324,703
146,912	152,013	155,473	157,734	161,582	165,748	169,330
18,276	21,381	23,668	23,465	22,477	19,662	16,145
-	-	-	-	-	-	-
165,188	173,394	179,141	181,199	184,059	185,410	185,475
79,524	84,466	90,655	102,023	112,031	124,779	139,228

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	38,435	36,785	27,280	24,278
Development and financial contributions	7,078	7,078	6,962	6,962
Increase / (decrease) in debt	29,000	24,000	35,001	37,000
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	74,513	67,863	69,243	68,240
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	10,848	21,737	29,860	37,589
to improve levels of service	68,246	57,695	48,056	54,622
to replace existing assets	56,618	50,109	56,601	59,325
Increase / (decrease) in reserves	(28,872)	(27,006)	(13,859)	(13,949)
Increase / (decrease) of investments	-	782	195	167
Total Applications of Capital Funding	106,840	103,317	120,853	137,754
Surplus / (Deficit) of Capital Funding	(32,327)	(35,454)	(51,610)	(69,514)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
28,056	36,518	28,976	27,581	28,977	23,390	24,884
7,489	7,489	7,489	8,032	8,032	8,032	8,587
63,000	40,000	1,000	(25,000)	(50,000)	(62,001)	(72,999)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
98,545	84,007	37,465	10,613	(12,991)	(30,579)	(39,528)
55,862	56,388	26,965	19,629	15,700	12,527	12,632
58,248	49,845	37,443	36,304	23,219	19,787	22,811
63,079	57,170	50,195	52,171	61,009	58,548	61,307
(936)	5,070	13,230	4,532	(1,187)	3,338	2,640
1,816	-	287	-	299	-	310
178,069	168,473	128,120	112,636	99,040	94,200	99,700
(79,524)	(84,466)	(90,655)	(102,023)	(112,031)	(124,779)	(139,228)
-	-	-	-	-	-	-

Reconciliation between Prospective Statement of Comprehensive Revenue and Expenditure and the Prospective Summary Funding Impact Statement

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Surplus / (deficit) before taxation per Prospective Statement of Comprehensive Revenue and Expenditure	25,806	21,267	24,388	36,858
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	(38,435)	(36,784)	(27,279)	(24,277)
Development and financial contributions	(7,078)	(7,078)	(6,962)	(6,962)
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	60,437	69,020	72,675	75,365
Vested asset revenue	(8,403)	(10,971)	(11,212)	(11,470)
Surplus / (Deficit) of Operating Funding per Council Prospective Summary Funding Impact Statement	32,327	35,454	51,610	69,514

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
46,032	57,013	50,545	55,830	61,097	67,265	78,959
(28,056)	(36,518)	(28,975)	(27,582)	(28,976)	(23,392)	(24,883)
(7,489)	(7,489)	(7,489)	(8,032)	(8,032)	(8,032)	(8,587)
80,771	83,452	88,818	94,296	100,680	101,918	106,966
(11,734)	(11,992)	(12,244)	(12,489)	(12,738)	(12,980)	(13,227)
79,524	84,466	90,655	102,023	112,031	124,779	139,228



1. Transportation

Purpose and strategic fit

The safe 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 our 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.

The Transportation Activity covers 1,750km of total road network (1,056km of sealed roads and 694km of unsealed roads) 436km of footpaths, 21km of cycleways, 485 bridges and large culverts, 5,407 street lights, 26 traffic signals, along with berms, bus shelters, parking machines and traffic support assets worth \$1,277m.

The Transportation Activity are proposing an increase in quantities of work relating to sealed road resurfacing, unsealed road renewals, drainage maintenance and renewals, bridge structures and renewals, network and asset maintenance and addressing the anticipated increases in maintenance contract costs. A key focus is on road network reliance.

How we fund this activity

- General rates.
- National Land Transport Fund – land transport subsidies.
- External funding – e.g. MBIE.
- Gain on sale of assets.
- Operational recoveries – e.g. parking fees.















Potential negative effects

Incompatible speed environments is one of the factors leading to poor safety outcomes. Northland has one of the highest levels of deaths and serious injuries in New Zealand. A combination of driver behaviour, vehicle standards, speed and road conditions are contributing factors.

Unsealed roading can lead to high gravel loss, corrugations, potholes and dust, which drives high customer dissatisfaction. The use of out of specification aggregates on our unsealed roads can result in adverse health impacts to residents due to dust and high levels of community dissatisfaction due to poor road condition along with high maintenance costs.

Ineffective drainage can lead to localised flooding and water damage to the roading surface and an increased risk of slips during heavy rain events.

Contribution to the Four Well-beings

Key Transportation functions	Contribution to wellbeings  Social  Economic  Environmental  Cultural
Integrated transport system  	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.
Freight network and the movement of goods 	Ease and efficient movement of goods supports economic activity. This also supports 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 well-being. Reduction in pollution and Greenhouse Gas emissions contributes to our environmental 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

The ease of movement of people and goods is of critical importance to a thriving Whangārei 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.

High contribution



Thriving local identity

Protection of our natural environment balancing access with conservation; in carrying out road maintenance and construction.

Thriving and safe communities; providing safe roads.

Tourism, including Māori tourism; enabling good access to recreational facilities.



Diverse and inclusive culture

Inclusiveness. Working together with shared visions; consulting on new road safety strategies along with educational initiatives.

Community events – sports, arts and cultural; providing access to facilities.

People feel safe; road safety strategies and programmes delivered.



A great place to call home

Roading that is durable and safe; delivery of asset management and maintenance.

Housing and infrastructure to sustain and improve existing communities; ensuring roading assets are fit for purpose.

Diversity of transport options to improve connectivity; programmes are in place to provide options such as walking and cycling as well as public transport.



Sustainable and resilient future

Built in resilience and climate adaptation readiness, we are building back better where appropriate and focusing on preventative maintenance.

Planned and balanced growth aligned with culture and values; supporting new developments.

Circular waste economy with solid waste and emission reduction; recycling road waste and reusing where possible.

Economic development and job creation; facilitating transport networks to enable economic activity.

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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
1.1.1 The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	≤0	≤0	≤0	≤0
1.1.2 The average quality of ride on a sealed local road network, measured by smooth travel exposure.	≥84%	≥84%	≥84%	≥84%
1.1.3 The percentage of the sealed local road network that is resurfaced.	≥9%	≥9%	≥9%	≥8%
1.1.4 The percentage of the sealed local road network that is rehabilitated.	≥0.7%	≥0.7%	≥0.7%	≥0.7%
1.1.5 The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds to the customer with a plan of action. *	≥60%	≥65%	≥70%	≥75%

1.2 We will support alternative transport methods

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 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 documentation (such as its annual plan, activity management plan, asset management plan, annual works programme or LTP).	≥98% in fair or better condition	≥98% in fair or better condition	≥98% in fair or better condition	≥98% in fair or better condition
1.2.2 Total length of footpath network provided compared to requirements of Council Engineering Standards.	≥55% of network provided	≥56% of network provided	≥57% of network provided	≥60% of network provided

Changes in Levels of Service

One performance measure has been removed: “The maintenance of the roads meet the Council level of service targets as specified in our road maintenance contracts.” This was not considered to be a robust measure as it was not sufficiently defined.

* (Service) The indicators for this measure have been updated to reflect how customer response information is now gathered. It recognises the need for continuous improvement to reduce response times while also recognising that response times have been redefined to recognise the request being made and the customer being provided with a plan.

Footpath network completion: new measure added to reflect the community’s desire to see more footpaths. The previous measure (condition) did not reflect what the community want to see. The current level is 56% and the increase is aligned with the current \$1m per annum of investment signaled in this LTP.



Prospective Funding Impact Statement: Transportation

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	20,649	24,819	33,055	37,170
Targeted rates	85	122	140	106
Subsidies and grants for operating purposes	12,239	11,502	11,755	12,026
Fees and charges	1,790	1,841	1,882	1,925
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	1,214	1,475	1,284	1,220
Total Operating Funding	35,977	39,759	48,116	52,447
Applications of Operating Funding				
Payments to staff and suppliers	26,434	24,749	26,914	26,878
Finance Costs	4,595	6,252	6,741	6,178
Internal charges and overheads applied	2,189	3,309	3,531	3,371
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	33,218	34,310	37,186	36,427
Surplus / (Deficit) of Operating Funding	2,759	5,449	10,930	16,020

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
41,523	50,040	53,113	57,016	63,081	68,425	72,877
97	86	44	26	-	-	-
12,302	12,572	12,836	13,093	13,355	13,608	13,867
1,969	2,013	2,055	2,096	2,138	2,179	2,220
-	-	-	-	-	-	-
1,198	1,182	1,213	1,236	1,256	1,269	1,280
57,089	65,893	69,261	73,467	79,830	85,481	90,244
27,423	28,101	28,681	29,155	29,623	30,349	31,044
6,973	8,198	8,919	9,078	8,838	7,805	6,299
3,721	3,859	4,004	4,116	4,265	4,399	4,512
-	-	-	-	-	-	-
38,117	40,158	41,604	42,349	42,726	42,553	41,855
18,972	25,735	27,657	31,118	37,104	42,928	48,389

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	35,166	31,798	27,280	24,278
Development and financial contributions	2,973	2,973	2,973	2,973
Increase / (decrease) in debt	7,033	8,032	19,784	(1,163)
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	45,172	42,803	50,037	26,088
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	4,006	14,218	15,447	6,974
to improve levels of service	37,399	22,818	18,368	16,022
to replace existing assets	22,538	20,603	26,594	25,605
Increase / (decrease) in reserves	(16,012)	(9,387)	558	(6,493)
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	47,931	48,252	60,967	42,108
Surplus / (Deficit) of Capital Funding	(2,759)	(5,449)	(10,930)	(16,020)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
28,056	36,518	28,976	27,581	28,977	23,390	24,884
3,198	3,198	3,198	3,430	3,430	3,430	3,667
21,400	28,759	7,951	(5,547)	(21,142)	(29,807)	(36,428)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
52,654	68,475	40,125	25,464	11,265	(2,987)	(7,877)
10,163	20,915	13,300	10,485	12,479	6,745	8,467
26,548	33,967	22,939	20,212	17,372	13,626	14,289
25,393	27,360	26,286	26,280	26,877	25,859	26,273
9,522	11,968	5,257	(395)	(8,359)	(6,289)	(8,517)
-	-	-	-	-	-	-
71,626	94,210	67,782	56,582	48,369	39,941	40,512
(18,972)	(25,735)	(27,657)	(31,118)	(37,104)	(42,928)	(48,389)
-	-	-	-	-	-	-



2. Parks and Recreation

Purpose and Strategic Fit

Council provides parks and recreation facilities to play sport, keep fit, have fun and support community health and wellbeing.

The provision of parks and recreation facilities brings communities together through sports and events, provides spaces to keep fit and connect with nature, gives our young people places to play and socialise, provides places for rest and respite, protects biodiversity, ecosystems and landscapes and contributes to the identity of the City.

Where possible it is our policy to plant at least one tree for every tree that is removed.

Where we don't actively provide the facilities or services, we support community through grants and leases on parks land.

Parks and Recreation portfolio:

- administer 2,131 hectares of land as open space
- 82 sportsfields and hard courts
- 50 playgrounds and seven skateparks
- 57 kilometers of walking tracks
- 18,000 street trees
- natural areas such as native bush, river and coastal margins and regenerating bushlands
- city parks, gardens, and public art
- cemeteries
- 78 public toilets.

Our Active Recreation and Sport Strategy provides high-level direction on how to meet the current and future active recreation and sporting needs, ensuring all ages and abilities in our community have access to and can participate in a range of sports and recreation across our District.

In recent years costs associated with addressing the impacts of vandalism and graffiti have increased. Council has also had to address higher levels of damage from severe weather-related events.

How we fund this activity

- General rates.
- Fees and charges.
- Borrowing.
- Asset sales.
- Grant funding from central government.

Potential negative effects

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

Changes in working behaviour such as working from home and retail behaviour from online shopping has resulted in reduced foot traffic, increase in vacant retail and office space, and a subsequent lack of vibrancy in the city centre.

Vehicle dwellers occupying public land can result in conflict with neighbouring properties and users of the public space.

When undertaking weed spraying in public places, pollution caused by chemicals in the sprays may occur.

Undersupply of facilities has negative implications for community health and wellbeing

Contribution to the Four Well-Beings

Key Parks and Recreation functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Sports and active recreation



Plan for, develop and maintain parks, tracks, sportsfields and green spaces to meet community needs, attract visitors to the region, protect the environment and embraces the history and culture of the region.

Walking tracks



Natural areas



Cemeteries



Providing a welcoming place of remembrance for burial, cremation and other end of life services according to the wishes of the affected individual, families and friends.

Public toilets



Public toilet facilities provide a critical public amenity which allow or community and visitors to the region maximises their experiences or our parks and reserves.

Playgrounds and skateparks



Recreation, learning and development opportunities for young people.

Contribution to Community Outcomes

High contribution



Thriving Local Identity

Provision of sports facilities supports local community identity through sports clubs and regional pride by supporting representative teams.

Our walking tracks are a key feature of our District.

Maintenance of our parks and public spaces ensures our District looks neat and tidy.

The provision of an attractive and vibrant city centre makes Whangārei attractive to business, visitors, and residents. An attractive city provides social and economic wellbeing.



Diverse and Inclusive Culture

Sport plays a key role in a culture rich society. The provision of sports facilities allows local and regional culture to flourish.

Our facilities celebrate the unique culture of the District, through story telling on track signs, identifying Māori historical sites and our non-indigenous history.

The adequate provision of open space supports the development of an attractive, vibrant and thriving community.

Our public spaces and parks are the venue for many community and cultural events and activities.

Sports and active recreation facilities support the mental and physical health of our community. Sports hubs can also act as important community focal points for friends and whānau.



A Great Place to Call Home

Walking tracks and reserves provide access to our natural environment and places of cultural importance. They also support active lifestyles which benefits, physical health, mental well-being and social connection.

Our Parks team supports community initiatives to improve biodiversity such as community planting days, annual tree giveaway, as well as managing weeds and pests.

Playgrounds and skateparks are key to providing fun.

High contribution



Sustainable and Resilient Future

Recreational opportunities and public spaces are 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.

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.

Medium contribution



Thriving local identity

Public toilet facilities are used by our community and visitors.

Our District is renowned for its trees and native bush. Street trees contribute to our green city.



Diverse and inclusive culture

Cemeteries play a role in celebrating the culture. Local cemeteries are often historic places dating back to early European settlers whilst a number of our parks are historical burial sites for Māori.



A great place to call home

Design and landscaping in our public spaces and streets enables nature to thrive.

Opportunities for walking and cycling are provided through public spaces.



Sustainable and resilient future

Cemeteries and burial services are an essential service and has important social and cultural outcomes.

Levels of service

2.1 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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
2.1.1 Sports parks will be provided to meet the community's needs by providing minimum hours available at a sports park per 1,000 residents during the winter season.	≥180hrs	≥180hrs	≥180hrs	≥180hrs

2.2 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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
2.2.1 Residents' satisfaction with the range and quality of public spaces, including parks, playgrounds and reserves. (Recorded through the Residents Survey).	≥86%	≥86%	≥86%	≥86%
2.2.2 Residents have adequate access to a local recreational opportunity.	0.9Ha/ 1000 residents	0.9Ha/ 1000 residents	0.9Ha/ 1000 residents	0.9Ha/ 1000 residents
2.2.3 Playgrounds and/or skateparks provision.	4/10,000 residents	4/10,000 residents	4/10,000 residents	4/10,000 residents
2.2.4 Walking track provision.	5.93km/ 10,000 residents	5.93km/ 10,000 residents	5.93km/ 10,000 residents	5.93km/ 10,000 residents

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
2.3.1 Residents' satisfaction with cemeteries. (Recorded through the Residents Survey).	≥90%	≥90%	≥90%	≥90%

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
2.4.1 Residents' satisfaction with public toilets. (Recorded through the Residents Survey).	≥65%	≥65%	≥65%	≥65%

Changes to Levels of Service

The performance measures: “Percentage annual increase in community participation in active recreation and sports activities (Recorded through the Sport New Zealand Insights Tool)” has been removed due to the inability to reliably measure this metric.

New measures are:

- playgrounds and/or skateparks are provided four per 10,000 residents.

The target for residents' satisfaction with public toilets has been lowered from 75% to 65% (satisfaction scores 5-10, with the 'don't know' results included) due to a slight reduction in the level of service.

Prospective Funding Impact Statement: Parks and Recreation

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	17,972	23,936	26,917
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	-	140	-	-
Fees and charges	-	392	401	410
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	1,417	997	903
Total Operating Funding	-	19,921	25,334	28,230
Applications of Operating Funding				
Payments to staff and suppliers	-	15,496	13,843	13,944
Finance Costs	-	8,000	7,985	7,562
Internal charges and overheads applied	-	2,289	2,447	2,356
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	-	25,785	24,275	23,862
Surplus / (Deficit) of Operating Funding	-	(5,864)	1,059	4,368

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
30,068	36,236	38,461	41,287	45,680	49,549	52,773
-	-	-	-	-	-	-
-	-	-	-	-	-	-
419	429	438	446	455	464	473
-	-	-	-	-	-	-
644	524	510	495	489	492	498
31,131	37,189	39,409	42,228	46,624	50,505	53,744
13,913	14,476	14,884	15,027	15,461	15,919	16,440
7,897	8,103	8,271	8,024	7,672	6,919	5,772
2,603	2,694	2,801	2,872	2,969	3,073	3,147
-	-	-	-	-	-	-
24,413	25,273	25,956	25,923	26,102	25,911	25,359
6,718	11,916	13,453	16,305	20,522	24,594	28,385

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	813	-	-
Development and financial contributions	-	934	934	934
Increase / (decrease) in debt	-	120,230	9,100	2,715
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	-	121,977	10,034	3,649
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	-	450	704	4,888
to improve levels of service	-	4,006	6,223	4,809
to replace existing assets	-	3,212	3,608	4,813
Increase / (decrease) in reserves	-	(9,387)	558	(6,493)
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	-	(1,719)	11,093	8,017
Surplus / (Deficit) of Capital Funding	-	123,696	(1,059)	(4,368)
Funding Balance	-	117,832	-	-

For the 2024-34 Long Term Plan, a new Parks and Recreation activity has been formed. This was previously part of the Community Facilities and Services activity. The debt that is currently held by Community Facilities and Services is to be transferred to Parks and Recreation in Year 1 of the Long Term Plan. This transfer will result in offsetting Funding Balances of \$117.8m for Parks and Recreation and (\$117.8m) for Community Facilities and Services in Year 1.

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
1,005	1,005	1,005	1,078	1,078	1,078	1,152
10,697	4,232	(3,633)	(13,487)	(21,752)	(24,437)	(29,857)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
11,702	5,237	(2,628)	(12,409)	(20,674)	(23,359)	(28,705)
3,129	442	520	137	818	902	682
3,084	1,913	1,973	450	2,518	2,206	2,111
2,685	2,830	3,075	3,704	4,871	4,416	5,404
9,522	11,968	5,257	(395)	(8,359)	(6,289)	(8,517)
-	-	-	-	-	-	-
18,420	17,153	10,825	3,896	(152)	1,235	(320)
(6,718)	(11,916)	(13,453)	(16,305)	(20,522)	(24,594)	(28,385)
-	-	-	-	-	-	-



3. Water

Purpose and strategic fit

We provide fresh, clean, healthy water to our communities. 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.

Drinking water is delivered via a network of treatment plants, reservoirs, pump stations and pipelines. Our water service must produce quality drinking water that meets the New Zealand Drinking Water Standards at all times. To support this work, we prepare Water Safety Plans which are based on quality assurance principles that:

- look at all elements source, treatment and distribution systematically
- undertake risk assessments of possible events and changes including contamination, severe weather, power outage, equipment/process failures, errors etc
- include mitigation, improvement schedules, training and contingency planning.

Plans are reviewed by Taumata Arowai and updated annually by Council's Water Services Department.

Some of the key issues facing Water Services over this LTP period include a changing climate and drought management, increasing levels of renewals required, increasing water quality and delivery standards and escalating costs of service delivery.

How we fund this activity












- Targeted water rates for operational costs.
- Development contributions.
- General rates.
- Debt.
- Fees and charges.
- Volumetric and supply charges.

Potential negative effects





- Provision of water can contribute to various negative environmental effects through the abstraction of water from rivers, bores and dams.
- Whilst there is a fairly low risk of a widespread public health outbreak due to the multi-barrier approach adopted at all water treatment plants, aging infrastructure and increasing costs could lead to an elevated risk if sufficient investment is not made.
- Growth and higher frequency of drought could lead to an increased risk of capacity issues if left unaddressed.

Contribution to the Four Well-Beings

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

Key Water functions	Contribution to wellbeing  Social  Economic  Environmental  Cultural
Water Quality and Safety   	<p>Safe drinking water is essential for community health across the District.</p> <p>Environmental standards help protect environmental and cultural well-being.</p>
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	
 Thriving local identity	<p>The provision of water is a core service. It supports our communities through ensuring public health. It supports our communities and our commercial, industrial and agricultural activities.</p>
 Diverse and inclusive culture	<p>Water is supplied in a planned, managed and efficient way to ensure it aligns with our District's growth and strategies. Culture improvements are accomplished through effective engagement and consultation with stakeholders.</p>
 A great place to call home	<p>The management of our water supply can support a clean and healthy environment through initiatives such as water conservation.</p>
 Sustainable and resilient future	<p>New technology will be used to treat and monitor the quality of our drinking water. It will also be used to meet the challenges of climate change and increasing demand.</p>

Levels of Service

 Mandatory performance measures

3.1 We provide a safe, continuous, high-quality drinking water to all our customers

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
3.1.1 The extent to which the local authority's drinking water supply complies with Table 1 of the Water Services (Drinking Water Standards for New Zealand) Regulations 2022 and the Drinking Water Quality Assurance Rules. a) determinand – escherichia coli. b) determinand – total pathogenic protozoa.	100%	100%	100%	100%
3.1.2 Residents satisfaction with the water quality provided by Council (Recorded through the Residents Survey)	≥90%	≥90%	≥90%	≥90%
3.1.3 The total number of complaints received by the local authority about any of the following: c) drinking water clarity d) drinking water taste e) drinking water odour f) drinking water pressure or flow g) continuity of supply; and h) the LA's response to any of these issues expressed per 1000 connections to the LA's networked reticulation system.	≤17	≤17	≤17	≤17

3.2 In times of emergency there is adequate water supply available

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
3.2.1 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:				
(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 service personnel reach the site	≤ 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
3.2.2 Total number of waters leaks (expressed as No per 100km of mains, including service connections).	≤120	≤120	≤120	≤120
3.2.3 Water restriction days (NEPM D-R19).	0	0	0	0

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
3.3.1 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.	≤25%	≤25%	≤25%	≤25%
3.3.2 Network Leakage Index score (Infrastructure Leakage Index for whole District) (NEPM D-RE3).	<3	<3	<3	<3
3.3.3 Median Residential Water Consumption (litres/connection / day) (NEPM D-RE4). The average residential water uses per connection for entire network.	≤600	≤600	≤600	≤600
3.3.3 (a) The average consumption of drinking water (litres/resident/ day) within the territorial authority district.	≤600	≤600	≤600	≤600
3.3.4 Residents in our District annually adopt water conservation techniques in their homes and/or businesses (Recorded through the Residents Survey).	≥65%	≥65%	≥65%	≥65%

Changes in Levels of Service

There will be a minor change in the level of service statements by amalgamation of statements, reducing the Levels of Service items from four to three (see below table).

2021-31 LTP	2024-34 LTP
<ol style="list-style-type: none">1. We provide safe, high-quality drinking water to all our customers.2. The water supplied is continuous and is adequate for customers' use.3. In times of emergency there is adequate water supply available.4. We manage the water supply system in a sustainable way that also caters for growth.	<ol style="list-style-type: none">1. We provide a continuous, safe, high-quality drinking water supply to all our customers.2. Adequate water supply available at all times including in times of emergency.3. We manage the water supply system in a sustainable way that also caters for growth.

New measures are:

- the extent to which the local authority's drinking water supply complies with Table 1 of the Water Services Regulations 2022
- total number of water leaks
- water restriction days
- network leakage index score
- median residential water consumption.

Prospective Funding Impact Statement: Water

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted rates	17,585	17,790	18,805	23,163
Subsidies and grants for operating purposes	477	-	-	-
Fees and charges	198	201	205	210
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	1,007	1,427	897	65
Total Operating Funding	19,267	19,418	19,907	23,438
Applications of Operating Funding				
Payments to staff and suppliers	9,781	11,076	12,482	12,468
Finance Costs	-	-	-	1,232
Internal charges and overheads applied	2,497	2,532	2,701	2,595
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	12,278	13,608	15,183	16,295
Surplus / (Deficit) of Operating Funding	6,989	5,810	4,724	7,143

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
28,537	30,168	31,862	33,619	35,474	37,396	39,422
-	-	-	-	-	-	-
215	220	224	229	233	238	242
-	-	-	-	-	-	-
-	-	-	-	-	-	-
28,752	30,388	32,086	33,848	35,707	37,634	39,664
12,342	12,685	12,976	13,352	13,639	13,934	14,228
2,454	2,800	2,889	2,861	2,911	2,793	2,557
2,850	2,949	3,053	3,123	3,227	3,328	3,400
-	-	-	-	-	-	-
17,646	18,434	18,918	19,336	19,777	20,055	20,185
11,106	11,954	13,168	14,512	15,930	17,579	19,479

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	2,277	1,124	-	-
Development and financial contributions	1,564	1,564	1,564	1,564
Increase / (decrease) in debt	-	-	-	28,322
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	3,841	2,688	1,564	29,886
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	4,170	4,409	6,124	10,715
to improve levels of service	8,173	6,236	8,307	14,457
to replace existing assets	5,576	8,358	9,301	13,893
Increase / (decrease) in reserves	(7,089)	(10,505)	(17,444)	(2,036)
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	10,830	8,498	6,288	37,029
Surplus / (Deficit) of Capital Funding	(6,989)	(5,810)	(4,724)	(7,143)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
1,683	1,683	1,683	1,805	1,805	1,805	1,929
29,349	4,077	(3,943)	(2,882)	(3,685)	(3,668)	(6,138)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
31,032	5,760	(2,260)	(1,077)	(1,880)	(1,863)	(4,209)
10,589	2,117	1,346	998	490	2,812	795
11,895	1,788	1,977	3,708	411	419	776
19,654	13,809	7,585	8,729	13,149	12,485	13,699
-	-	-	-	-	-	-
-	-	-	-	-	-	-
42,138	17,714	10,908	13,435	14,050	15,716	15,270
(11,106)	(11,954)	(13,168)	(14,512)	(15,930)	(17,579)	(19,479)
-	-	-	-	-	-	-



4. Wastewater

Purpose and strategic fit

The primary purpose of this service is to provide our communities with centralised sanitation of human waste to eliminate gastric disease and environmental contamination.

Our wastewater systems collect, treat, and dispose of wastewater from over 25,000 households and businesses. The wastewater system consists of over 50,000 assets comprising pipes, manholes, pump stations, treatment plants, and discharge infrastructure. Our twelve wastewater service areas are serviced by nine Wastewater Treatment Plants (WWTP) and over 700km of pipe networks. The largest facility Whangārei WWTP treats on average 17,000,000 litres/day and the smallest Waiotira WWTP has only seven properties connected.

Working within the wider Council structure, we maintain and operate the nine wastewater systems in line with consents and budgets. We also engage with stakeholders on how the systems are to be operated, maintained, and upgraded.

Ongoing assessment, robust planning, and effective risk management strategies ensure the sustainable and safe management of wastewater services.

Council's Wastewater activity operates with a growing focus on sustainable and efficient wastewater management practices, emphasising resource recovery, energy generation, and advanced treatment technologies.

How we fund this activity

- Development Contributions.
- Operational Expenditure Funding: This includes expenses like depreciation and is primarily funded through rates paid by the community.
- Capital Expenditure Funding: This is financed from reserves and, if necessary, through debt.

Potential negative effects









The significant negative effects below are in relation to possible failures relating to our ability to deliver this activity:

- Council could fail to meet performance measures resulting in contamination of the environment and possible sanctions from affected agencies
- the increasing costs of maintaining the aging network can result in a more reactive approach to maintenance and the need for more frequent interventions

- development could be constrained by insufficient investment in growth related projects
- unforeseen emergency projects could divert resources away from other planned activities
- overwhelmed infrastructure could lead to sewer overflows (particularly in adverse weather conditions) leading to public health risks
- increasing rainfall and climate variability can lead to soil movement and damage to the network resulting in increased leakage and infiltration
- a backlog of assets requiring renewal could result in failures in the network.



Contribution to the Four Well-beings

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

Key Wastewater functions	Contribution to wellbeings  Social  Economic  Environmental  Cultural
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

This activity is integral to the Council's broader vision, mission, goals, and objectives.

High contribution	
	Thriving local identity A well-functioning wastewater system supports our communities through, public health outcomes, enhanced economic outputs and improved environmental outcomes.
	Diverse and inclusive culture This activity includes working with hapū, rate payers and other stakeholders to create and deliver a shared vision for the wastewater networks and treatment facilities.

High contribution



A great place to call home

Each of the nine wastewater systems are an important part of those communities and areas of Whangārei District. Having high quality treatment and disposal benefits the associated area.



Sustainable and resilient future

This activity underpins public health enabling people to live and work in urbanised areas. Wastewater services supports the economy directly through jobs and contracts and protects the environment for future generations.

Level 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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
4.1.1 Compliance with resource consents for discharge from the wastewater system, measured by the number of: <ul style="list-style-type: none">• abatement notices• infringement notices• enforcement orders and 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 territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	≤1.35	≤1.35	≤1.35	≤1.35

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
4.1.3 Residents' satisfaction with sewerage reticulation, treatment, and disposal services.	>70%	>70%	>70%	>70%
4.1.4 The total number of complaints received about any of the following: a) sewage odour b) sewerage system faults c) sewerage system blockages d) the response to issues with its sewerage system, expressed per 1000 connections to the sewerage system.	≤20	≤20	≤20	≤20

4.2 Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
4.2.1 Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site.	≤ 1 hr	≤ 1 hr	≤ 1 hr	≤ 1 hr
4.2.2 Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	≤ 7 hrs	≤ 7 hrs	≤ 7 hrs	≤ 7 hrs

Changes in Levels of Service

Except for the Residents' satisfaction all performance measures are Department of Internal Affairs (DIA) Mandatory Performance Measures that need to be reported in the LTP. Targets are nominated by Council.

No changes made to LoS, although the outcomes of resource consent monitoring and performance measures may change service level targets in planning period of the next LTP.

Prospective Funding Impact Statement: Wastewater

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted rates	24,507	25,749	26,583	27,471
Subsidies and grants for operating purposes	-	-	-	-
Fees and charges	1,140	1,173	1,199	1,227
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	1,499	1,806	1,976	2,037
Total Operating Funding	27,146	28,728	29,758	30,735
Applications of Operating Funding				
Payments to staff and suppliers	6,316	7,726	7,059	7,359
Finance Costs	-	-	-	-
Internal charges and overheads applied	2,018	1,973	2,107	2,038
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	8,334	9,699	9,166	9,397
Surplus / (Deficit) of Operating Funding	18,812	19,029	20,592	21,338

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
28,389	29,309	30,229	31,148	32,095	33,038	34,010
-	-	-	-	-	-	-
1,255	1,283	1,310	1,336	1,362	1,388	1,415
-	-	-	-	-	-	-
2,055	1,102	137	205	417	1,177	1,968
31,699	31,694	31,676	32,689	33,874	35,603	37,393
7,568	7,764	8,012	8,377	8,576	8,770	8,971
-	-	-	-	-	-	-
2,226	2,311	2,402	2,459	2,550	2,637	2,695
-	-	-	-	-	-	-
9,794	10,075	10,414	10,836	11,126	11,407	11,666
21,905	21,619	21,262	21,853	22,748	24,196	25,727

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	51	-	-	-
Development and financial contributions	1,491	1,491	1,491	1,491
Increase / (decrease) in debt	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	1,542	1,491	1,491	1,491
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	615	1,063	5,521	12,175
to improve levels of service	3,138	6,835	3,806	2,513
to replace existing assets	2,372	8,320	10,432	8,312
Increase / (decrease) in reserves	14,229	4,302	2,324	(171)
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	20,354	20,520	22,083	22,829
Surplus / (Deficit) of Capital Funding	(18,812)	(19,029)	(20,592)	(21,338)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
1,604	1,604	1,604	1,720	1,720	1,720	1,839
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,604	1,604	1,604	1,720	1,720	1,720	1,839
30,350	30,893	10,058	6,874	854	957	883
4,992	4,715	4,058	4,980	826	1,227	1,100
9,476	7,906	7,575	8,047	9,042	9,728	9,634
(21,309)	(20,291)	1,175	3,672	13,746	14,004	15,949
-	-	-	-	-	-	-
23,509	23,223	22,866	23,573	24,468	25,916	27,566
(21,905)	(21,619)	(21,262)	(21,853)	(22,748)	(24,196)	(25,727)
-	-	-	-	-	-	-



5. Stormwater

Purpose and strategic fit

Stormwater management is a core service that prevents flooding, which in turn ensures the resilience of our communities and the success of our economy. The purpose of the activity is to control water flow from urban areas to streams and the ocean, effectively reducing the risk of flooding in our service areas.

Whangarei District Council's stormwater network is approximately 725km in length and is made up of around 36,500 assets being a mix of pipes, open channels, culverts, inlets, and manholes.

Our goal is to control water flow from urban areas to streams and the ocean, effectively reducing the risk of flooding in our service areas. We are responsible for assessing, from a public health perspective, the adequacy of stormwater services available to communities – this includes the actual or potential consequences of discharges from the network.

This service is responsible for mapping overland flow paths and impervious areas across the District and developing a stormwater network model for the Whangārei urban network. This work allows us to make better decisions in regard to our asset renewals.

We have a focus on maximising multiple outcomes for the environment and communities, including reduced flooding, improved water quality and stream health, addressing the impacts of climate change and developing recreation spaces.

This service actively supports the wider Council participation in regional programmes of the Climate Adaption Te Tai Tokerau (CATT) Group for climate risk assessment and developing adaptation pathways. We are also working with Northland Regional Council to enhance understanding of the impacts of more frequent and severe events.

How we fund this activity

- General rates.












Potential negative effects

The significant negative effects in relation to the stormwater activity are:

- inadequate stormwater services could lead to increased flood damage to property leading to costs and elevated insurance premium
- insufficient treatment of stormwater could lead to adverse impacts on the environment.

Contribution to the Four Well-beings

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

Key Stormwater functions		Contribution to wellbeings			
		 Social	 Economic	 Environmental	 Cultural
Stormwater Management		The management of stormwater is essential to protect against flood damage. Flooding can cause a loss of life and property. Therefore, this activity is essential in relation to all four well-beings.			
   					
Freshwater Quality and Catchment Planning		Catchment planning supports our biodiversity and water quality and therefore our environmental and cultural wellbeing.			
   		A healthy water and marine environment also supports economic and social well-being, through tourism and water based activities.			

Contribution to Community Outcomes

This activity is integral to the Council's broader vision, mission, goals, and objectives.

High contribution



Thriving local identity

A well-functioning stormwater system supports our communities through reduced flooding damage, enhanced economic outputs and improved environmental outcomes.



Diverse and inclusive culture

This activity includes working with hapū, rate payers and other stakeholders to create and deliver a shared vision for the stormwater networks, open streams and the receiving environment.



A great place to call home

Depending on the catchment and community there will be differing stormwater requirements. Defined and functioning overland flow paths will reduce damage and improve community safety during events.

High contribution



Sustainable and resilient future

Climate change impacts of flooding are being felt now and will intensify in the future. Making space for water and nature based solutions will be a key contribution to resilience and living well in the future.

Levels of Service

● Mandatory performance measures

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 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 (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. ¹	≤16	≤16	≤16	≤16

¹ 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.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
(a) The number of flooding events ² that occur in a TA district (b) for each flooding event the number of habitable floors affected ³ 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. ²	≤1 hr	≤1 hr	≤1 hr	≤1 hr

Changes in Levels of Service

There are no changes to levels of service.

² 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.

³ 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.

Prospective Funding Impact Statement: Stormwater

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	6,229	-	-	-
Targeted rates	-	-	6,863	7,282
Subsidies and grants for operating purposes	1,250	209	-	-
Fees and charges	-	-	-	-
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-
Total Operating Funding	7,479	209	6,863	7,282
Applications of Operating Funding				
Payments to staff and suppliers	2,570	1,875	1,805	1,906
Finance Costs	-	324	360	428
Internal charges and overheads applied	1,134	1,121	1,230	1,123
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	3,704	3,320	3,395	3,457
Surplus / (Deficit) of Operating Funding	3,775	(3,111)	3,468	3,825

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
7,726	8,189	8,673	9,176	9,708	10,261	10,846
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
7,726	8,189	8,673	9,176	9,708	10,261	10,846
1,957	2,064	2,176	2,226	2,280	2,332	2,387
405	392	374	307	209	75	-
1,300	1,355	1,407	1,439	1,498	1,548	1,580
-	-	-	-	-	-	-
3,662	3,811	3,957	3,972	3,987	3,955	3,967
4,064	4,378	4,716	5,204	5,721	6,306	6,879

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	336	3,000	-	-
Development and financial contributions	-	-	-	-
Increase / (decrease) in debt	-	7,238	1,139	1,855
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	336	10,238	1,139	1,855
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	50	937	1,708	2,522
to improve levels of service	2,445	4,507	1,265	1,487
to replace existing assets	1,616	1,683	1,634	1,671
Increase / (decrease) in reserves	-	-	-	-
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	4,111	7,127	4,607	5,680
Surplus / (Deficit) of Capital Funding	(3,775)	3,111	(3,468)	(3,825)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(344)	(801)	(1,065)	(1,479)	(2,041)	(2,313)	(2,188)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(344)	(801)	(1,065)	(1,479)	(2,041)	(2,313)	(2,188)
819	747	762	778	793	808	722
1,246	1,139	1,163	1,186	983	1,099	852
1,655	1,691	1,726	1,761	1,904	2,086	1,440
-	-	-	-	-	-	1,677
-	-	-	-	-	-	-
3,720	3,577	3,651	3,725	3,680	3,993	4,691
(4,064)	(4,378)	(4,716)	(5,204)	(5,721)	(6,306)	(6,879)
-	-	-	-	-	-	-



6. Coastal Systems and Flood Management

Purpose and Strategic Fit

Our community (including iwi and hapū) is experiencing an increased impact associated with coastal erosion and flood damage. The Coastal Systems and Flood Management activity represents a step change in Council's approach to these issues and is the implementation side of our climate resilience work.

This new activity has been established to develop strategies and implement measures to:

- co-ordinate Council's role in addressing the impact of coastal erosion on property
- monitor, maintain and develop Council's coastal structures such as seawalls, boat ramps and wharfs
- mitigate risks to the community from coastal and fluvial flooding.

In this LTP planning period the primary focus will be on protection of critical assets from coastal erosion and development of policy and strategy to provide the framework on which future coastal erosion and flood mitigation works will be based.

How we fund this activity

- General rates.
- Borrowing.
- External funding.

In the future we may also (following consultation) fund this activity through:

- targeted rates.
- fees and charges.

Potential negative effects

If Council's policies on response to coastal erosion are inadequate the community could become frustrated with trying to understand Council's role. Failure to develop a mitigation strategy for flooding in Whangārei City could lead to uncertainty and negative impacts on the community.

Contribution to the Four Well-beings

The management of our Coastal Systems and Flood Management activity provides an important contribution across the four well-beings.

Key Coastal Systems and Flood Management functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Co-ordinating Council and other agency response



Co-ordinating our response is essential for effective and timely responses to coastal erosion and flooding events.

Policy development



Liaison with a broad range of community stakeholders will ensure the best possible outcomes across the range of well-beings.

Monitoring the condition of critical assets



This will provide valuable data to assist with the policy development work.

Implementation of mitigation measures



Mitigation measures will ensure that critical assets that are necessary and valued by the communities affected are resilient.

Contribution to Community Outcomes

High contribution



Thriving local identity

Our identity is enhanced through the ability to access and enjoy our coastal marine areas though adequate, safe and functional wharfs, jetties and boat ramps.

Having well thought through strategies to respond to coastal erosion and flooding risk, supports a community that is recognised as the best place to live, work, and play.

High contribution



Diverse and inclusive culture

Responding to the effects of a warming climate is going to need leadership that encompasses listening to our communities, collaborating with other agencies, and developing a shared vision.

We work inclusively and celebrate our diverse heritage and culture when planning our response.



A great place to call home

Understanding the risk to our infrastructure posed from coastal erosion and flooding and setting standards for mitigation options will support:

- roading that is durable and safe
 - housing and infrastructure to sustain and improve existing communities.
-



Sustainable and resilient future

Development and implementation of strategies that consider long-term effects and responses to the risk of coastal erosion and flooding helps build confidence for investment and supports economic development and job creation.

Medium contribution



Thriving local identity

Applying appropriate mitigation measures recognises and fosters the intrinsic values of our coastal areas.

Levels of Service

As this is a new activity, these are initial performance measures that will be refined as the impacts of this activity are better understood.

6.1 Council will continue to inspect, maintain and replace current coastal structures.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
6.1.1 Our critical assets are protected from coastal erosion. Council-owned coastal erosion structures are maintained to their original construction intent.	≥30%	≥40%	≥50%	≥80%
6.1.2 Our structures are safe for public use. Council-owned structures are fit for purpose and maintained for use by the public.	≥40%	≥50%	≥60%	≥80%
6.1.3 The coastal assets are constructed and maintained to an appropriate level that satisfies community expectations. Residents are satisfied with Council's coastal assets as measured through the annual survey.	≥60%	≥60%	≥60%	≥70%
6.1.4 Our urban communities are aware of risk from fluvial and coastal flooding and of Council's plans for mitigation and management though Council continuing to develop and update its long- term strategies to assess flooding risks and mitigation options for its urban communities.	City urban strategy ≥30%	City urban strategy ≥60%	City urban strategy ≥100%	3 additional communities ⁴

⁴ Council will assess the risks to other communities in Years 4-10 but which communities and in what order will depend on the outcome of the community adaptation plan work and how readily it can be implemented in larger centres along with a review of the vulnerability prioritisation process. This is a new activity and some learning is required in relation to the measures.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
6.1.5 Council will invest to protect its communities from coastal flooding risks. Council will deliver the capital programme targeted at interventions to mitigate flooding including options such as planned retreat.	≥80% budget	≥80% budget	≥80% budget	≥80% budget

Changes in Levels of Service

New Activity – no changes to levels of service.



Prospective Funding Impact Statement: Coastal Systems and Flood Management

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	1,961	1,879	1,826
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	-	403	250	250
Fees and charges	-	-	-	-
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-
Total Operating Funding	-	2,364	2,129	2,076
Applications of Operating Funding				
Payments to staff and suppliers	-	1,635	1,308	1,246
Finance Costs	-	86	102	162
Internal charges and overheads applied	-	604	673	593
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	-	2,325	2,083	2,001
Surplus / (Deficit) of Operating Funding	-	39	46	75

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
1,918	2,750	2,342	2,445	2,672	2,752	3,246
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,918	2,750	2,342	2,445	2,672	2,752	3,246
867	1,441	706	715	760	745	846
230	393	620	681	808	870	1,164
712	743	769	788	822	846	866
-	-	-	-	-	-	-
1,809	2,577	2,095	2,184	2,390	2,461	2,876
109	173	247	261	282	291	370

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (decrease) in debt	-	1,887	451	1,444
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	-	1,887	451	1,444
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	-	37	-	-
to improve levels of service	-	539	50	-
to replace existing assets	-	1,350	447	1,519
Increase / (decrease) in reserves	-	-	-	-
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	-	1,926	497	1,519
Surplus / (Deficit) of Capital Funding	-	(39)	(46)	(75)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,651	3,232	3,701	635	1,081	522	3,927
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,651	3,232	3,701	635	1,081	522	3,927
124	604	663	36	34	67	728
1,101	2,703	2,975	785	173	228	2,584
535	98	310	75	1,156	518	985
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,760	3,405	3,948	896	1,363	813	4,297
(109)	(173)	(247)	(261)	(282)	(291)	(370)
-	-	-	-	-	-	-



7. Flood Protection

Purpose and Strategic Fit

The Hikurangi Repo Flood Management Scheme helps to minimise flooding across over 7,000 hectares of farmland within the Hikurangi area and adjacent to the Whakapara, Waioutu and Wairua rivers.

The aim of the scheme is to reduce the frequency and duration of flood events to support farming of land within the repo (swamp). This is highly productive agricultural land that generates considerable economic benefit to the region.

Council owns, manages, operates and maintains the scheme and has consents that require it to mitigate environmental and cultural effects. The scheme is funded by targeted rates from properties within the scheme area (the beneficiaries) and those in the upstream catchment (the exacerbators).

Working within the wider Council structure, we engage with stakeholders (including mana whenua) to inform how the scheme is to be operated, assess and collect targeted rates, undertake asset management to strategically manage assets and maintain and operate the scheme in line with its consents and budgets.

Council is currently investigating opportunities through a programme funded by the Department of Internal Affairs – the Hikurangi Repo Project. Project objectives include restoring the natural environment, ecosystem and habitat within the Hikurangi Repo and wider Wairua River sub-catchment and providing solutions that improve the economic resilience and potential of land use activities.

As a land drainage scheme, this activity is not included in the Local Waters Done Well legislation.

How we fund this activity

- Targeted rates.

Potential negative effects

If the scheme is not maintained to design levels, then more property will be flooded, more often, causing economic hardship. This is mitigated through developing and funding an appropriate works programme. Additionally without the necessary programme, Council could breach environmental regulations including those relating to safe fish passage for the native fish and eels (tuna). This programme is to be developed and funded.

Contribution to the Four Well-Beings

Key Hikurangi Repo Flood Management Scheme functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Flood Protection in Hikurangi Swamp



The management of floodwater maintains the economic activity associated with agriculture, which contributes to the wider economic wellbeing of the District.

Working alongside hapū, farmers, DoC and Fonterra to develop plans to protect native biodiversity and support cultural and environmental well-being outcomes.

Contribution to Community Outcomes

High contribution



Thriving local identity

A well-functioning flood scheme supports our communities through enhanced economic outputs and improved environmental outcomes.



Diverse and inclusive culture

This activity includes working with hapū, landowners and other stakeholders to create and deliver a shared vision for the repo.



Sustainable and resilient future

This activity supports jobs and the economy directly through enabling productive use of arable land and supporting operation of Fonterra's Kauri milk processing facility.

Medium contribution



A great place to call home

The Hikurangi area is an important part of the Whangārei District and through the rivers that flow through it connects us to the Kaipara harbour.

Level of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
7.1.1 The major flood protection and control works 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
7.1.2 The number of infringement or abatement notices issued by Northland Regional Council in relation to the scheme consent.	0	0	0	0

Changes in Levels of Service

There are no changes to the levels of service. It should be noted, however, that the key standards for the Hikurangi Repo project are based on pasture protection, consent compliance and cost. Each of these underpin the levels of service.



Prospective Funding Impact Statement: Flood Protection

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted rates	1,219	1,278	1,306	1,337
Subsidies and grants for operating purposes	-	-	-	125
Fees and charges	-	-	-	-
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	16	9	-	-
Total Operating Funding	1,235	1,287	1,306	1,462
Applications of Operating Funding				
Payments to staff and suppliers	685	1,013	1,134	1,435
Finance Costs	-	10	21	30
Internal charges and overheads applied	-	-	-	-
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	685	1,023	1,155	1,465
Surplus / (Deficit) of Operating Funding	550	264	151	(3)

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
1,367	1,397	1,427	1,455	1,484	1,513	1,541
50	135	100	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,417	1,532	1,527	1,455	1,484	1,513	1,541
1,302	1,522	953	643	636	648	660
35	52	61	56	39	28	15
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,337	1,574	1,014	699	675	676	675
80	(42)	513	756	809	837	866

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (decrease) in debt	-	242	270	218
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	-	242	270	218
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	-	-	-	-
to improve levels of service	43	27	80	39
to replace existing assets	708	658	341	176
Increase / (decrease) in reserves	(201)	(179)	-	-
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	550	506	421	215
Surplus / (Deficit) of Capital Funding	(550)	(264)	(151)	3
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
140	346	84	(147)	(367)	(204)	(221)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
140	346	84	(147)	(367)	(204)	(221)
-	-	-	-	-	-	-
40	-	-	-	-	-	-
180	304	597	609	442	633	645
-	-	-	-	-	-	-
-	-	-	-	-	-	-
220	304	597	609	442	633	645
(80)	42	(513)	(756)	(809)	(837)	(866)
-	-	-	-	-	-	-



8. 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.

The District's Waste Management and Minimisation Plan vision statement 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. 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.

Council's waste management services include refuse collection, waste transfer and processing, landfilling, resource recovery, closed landfill management and waste education.

Globally and locally, there is a widespread acknowledgement of the need to change our behaviour towards waste generation and resource consumption. 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.

How we fund this activity



- General rates.
- Grant funding from central government including Waste Levy funding from Ministry for Environment.
- Fees and charges.
- Borrowing.
- Fines and infringements.
- Disbursements from Northland Regional Landfill Limited Partnership.

Potential negative effects

Solid waste collection and disposal, if not properly collected and disposed of can have significant negative effects on public health and the environment. To mitigate these negative effects, Council has a reliable collection service and transfer station network available across the District. We comply with consents relating to the operation of our transfer station network. Volumes of refuse disposed of are minimised through effective recycling and user charges.

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 wellbeings  Social  Economic  Environmental  Cultural
Waste minimisation    	Waste minimisation and recycling help reduce the potential adverse effects of waste on our environment. Waste minimisation and circular economy principles can have positive economic, social, and cultural outcomes.
Waste collection and disposal   	Safe collection and disposal of waste supports community health and environmental outcomes. The management of waste is an important service for local businesses and industry contributing to economic well-being.

Contribution to Community Outcomes

High contribution



Thriving local identity

The solid waste activity contributes through reliable collection and cleaning, which helps maintain a high amenity value.



A great place to call home

A clean environment across our District is vital to our wellbeing as well as our attractiveness to visitors and investors.

Communities are encouraged to keep their environments clean and healthy through education and support.

High contribution



Sustainable and resilient future

Waste minimisation, recycling and waste collection limit the adverse effects on our environment.

Growth is supported through appropriate planning processes to ensure that services adapt to opportunities and change.

Medium contribution



Diverse and inclusive culture

Council and its partners provide waste management infrastructure and services for the District including providing a network of rubbish and recycling transfer stations, and a modern landfill facility.



Sustainable and resilient future

The solid waste activity contributes through waste minimisation goals that drive smarter ways to recycle, and improved waste minimisation education.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
8.1.1 Residents' satisfaction with solid waste collection and recycling services and transfer stations. ⁵	≥85%	≥85%	≥85%	≥85%

⁵ As recorded through the Residents Survey satisfaction scores 5-10, with the 'don't know' results excluded.

8.2 Council will foster waste minimisation by supporting recycling and waste reduction practices

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
8.2.1 To reduce waste disposed of to landfill to below 500 kg per person per year.	<500kg	<500kg	<500kg	<500kg
8.2.2 To recycle at least 35% of waste collected at the roadside from households.	≥35%	≥35%	≥35%	≥35%
8.2.3 Council will recycle, compost, or reuse at least 50% of materials at transfer stations.	≥50%	≥50%	≥50%	≥50%

8.3 Council will provide and empty public litter bins and undertake litter control throughout

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
8.3.1 Residents' satisfaction with litter control. ⁶	≥75%	≥75%	≥75%	≥75%

Changes to Levels of Service

Twice weekly rubbish collections from coastal settlements for the two weeks over Christmas and New Year have been reduced to single collections. It is believed that single collections are adequate, and this will result in cost savings.

Minor changes are being made to litter control with some rubbish bins that are not used regularly being removed to keep the cost of emptying all public rubbish bins as low as possible.

⁶ As recorded through the Residents Survey satisfaction scores 5-10, with the 'don't know' results included.

Prospective Funding Impact Statement: Solid Waste

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	6,756	6,304	6,756	6,530
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-
Fees and charges	3,150	3,241	3,313	3,389
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	1,302	2,974	2,869	3,336
Total Operating Funding	11,208	12,519	12,938	13,255
Applications of Operating Funding				
Payments to staff and suppliers	10,825	11,028	11,284	11,619
Finance Costs	25	149	149	149
Internal charges and overheads applied	304	215	234	209
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	11,154	11,392	11,667	11,977
Surplus / (Deficit) of Operating Funding	54	1,127	1,271	1,278

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
7,012	5,878	6,380	5,718	6,386	5,920	6,120
-	-	-	-	-	-	-
-	-	-	-	-	-	-
3,467	3,543	3,617	3,690	3,763	3,835	3,908
-	-	-	-	-	-	-
3,130	4,527	4,335	5,274	5,190	5,651	5,750
13,609	13,948	14,332	14,682	15,339	15,406	15,778
11,840	12,108	12,366	12,620	12,878	13,128	13,385
149	149	149	123	25	25	25
247	255	266	273	282	292	299
-	-	-	-	-	-	-
12,236	12,512	12,781	13,016	13,185	13,445	13,709
1,373	1,436	1,551	1,666	2,154	1,961	2,069

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
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	-	-	-	-
to replace existing assets	54	28	100	34
Increase / (decrease) in reserves	-	1,099	1,171	1,244
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	54	1,127	1,271	1,278
Surplus / (Deficit) of Capital Funding	(54)	(1,127)	(1,271)	(1,278)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
44	11	10	16	369	49	21
1,329	1,425	1,541	1,650	1,785	1,912	2,048
-	-	-	-	-	-	-
1,373	1,436	1,551	1,666	2,154	1,961	2,069
(1,373)	(1,436)	(1,551)	(1,666)	(2,154)	(1,961)	(2,069)
-	-	-	-	-	-	-



9. Community facilities and services

Community facilities and services are a key contributor to 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 an inclusive, resilient and sustainable District.

This activity includes our:



Libraries



Community Property



Community Development



Venues and Events



Customer Services



Civil Defence Emergency Management



Libraries

Purpose and strategic fit

Libraries are open to all. This accessibility helps redress the inequity that results from social exclusion.

Libraries provide the people in our community with opportunities for life-long learning, access to information, leisure and reading. This all contributes to an inclusive, resilient and sustainable 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.

Libraries are public civic spaces which play a major role in the development of socially cohesive, informed and inclusive communities. Our libraries provide the following services:

- internet and printing
- photocopying
- meeting rooms
- large print books
- eBooks and magazines
- café
- collections for children, teens and seniors
- online reference databases
- heritage collection
- events.

Rapid advances in technology are changing library users' expectations of the resources and services they would like to access through their library as well as the immediacy of this access. The physical spaces of libraries are increasingly transforming into community meeting places, activity hubs, seminar rooms and locations for service desks from other organisations.

How we fund this activity

- General rates.
- Fees and charges.

Potential negative effects

The Kamo library building was built in 1932 and although general repairs and maintenance have been done over the years, the building now needs significant repairs. This could impact on the ability to delivery our library service in the Te Kamo area.

Contribution to Four Well-Beings

Key Libraries functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Public Libraries



Libraries and their resources provide the community with free access to knowledge and services. This is a key contributor to social and cultural well-being. Learning and knowledge acquired through the library can also contribute to economic and environmental outcomes.

Contribution to Community Outcomes

High contribution



Thriving local identity

Library facilities support learning and development and help overcome socio-economic differences.

Libraries are key community facilities providing equitable access to the opportunity of life-long learning as well as fulfilling leisure and recreational needs.



Diverse and inclusive culture

Libraries further the District's cultural wellbeing by providing resources for learning about all cultures through collaborative programmes with people and organisations from diverse cultural backgrounds.



A great place to call home

Libraries are part of a network of venues and facilities offering events and activities throughout the District.

Medium contribution



Sustainable and resilient future

Libraries work collaboratively with the community in the development and promotion of new and innovative initiatives designed for the future development of the District, e.g. providing meeting spaces and free internet services.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.1.1 Number of items in the collections per capita.	1.4	1.4	1.4	1.4
9.1.2 Number of libraries visits per capita per year.	3.5	3.5	3.5	3.5
9.1.3 Number of loans per capita per year.	5	5	5	5

Changes in Levels of Service

Two performance measures, the percentage of population who have used a library in the past year and residents' satisfaction with the resources have been removed. These measures came from the results of the annual residents' satisfaction surveys which do not reflect objective use of the library or identify any changing trends in usage. The three new measures come from statistics gathered monthly and can be used to track any changes in how the library is serving the needs of the community. The measures are ranked by Australasian libraries as the most effective measures to identify how libraries are performing.



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 helps to build thriving and vibrant communities.

Where community halls are not Council-owned, contestable grants are available to assist in the maintenance of these important community facilities.

- 164 pensioner housing units over 16 villages
- seven community halls – Smeatons Drive, Onerahi, Te Kamo, Tikipunga, Hikurangi, Ngunguru, Tamaterau
- four community facilities – 71 Bank St (Old Municipal Building), 116 Bank St, Water St Cafler Park, Old Library building.

Council is experiencing significant demand for pensioner housing and community facilities as our population grows and ages. We are planning more investigation to understand future growth and delivery options for this service.

We also provide community funding for Marae through our Community Facilities Fund.

How we fund this activity



- General rates.
- Borrowing.
- Development Contributions.
- Reserves.
- Income from rents, leases, and facility hire.

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 and funding to build more, new pensioner housing.

Contribution to the Four Well-Beings

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

Key Community Property functions	Contribution to wellbeings  Social  Economic  Environmental  Cultural
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

Community halls are social, cultural, and recreational hubs for communities across the District, particularly important in rural and coastal areas. Community-owned facilities may be eligible for grant funding for maintenance and development.

Community buildings are social, cultural, and recreational hubs within our city centre offering dedicated space to valued community organisations providing services to the District.

High contribution



Thriving local identity

We provide halls and recreational hubs which contribute to our sense of place.



Diverse and inclusive culture

Community halls and facilities are a vital part of ensuring a rich cultural heritage in our District.



A great place to call home

We provide safe, secure homes for our pensioners.

Our community halls and facilities are core hubs to many of our communities.



Sustainable and resilient future

Our housing and community halls are vital to resilient communities especially during challenging weather events.

Medium contribution



Thriving local identity

We provide our older community members with the option of safe affordable housing allowing them to remain part of the community they belong in.



Diverse and inclusive culture

Our pensioner housing gives a range of people the opportunity to continue to contribute to our community.

Levels of Service

9.2 10.1 Council will provide rental accommodation that meets the specific needs of eligible elderly members of the community.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.2.1 Percentage occupancy rate of housing for elderly residents.	≥90%	≥90%	≥90%	≥90%
9.2.2 Housing residents' satisfaction with the standard of housing for elderly residents.	≥80%	≥80%	≥80%	≥80%

Changes in Levels of Service

There will be no changes to the level of service.



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 inclusive and connected, as well as resilient and sustainable. This is achieved through various initiatives including:

- community-led development programmes – we support communities to take the lead when developing solutions to their needs and their aspirations for the future, with Council as a partner and collaborator
- grants and community funding – we provide support to local community groups to deliver events, projects and initiatives through a range of funding opportunities
- crime reduction and community safety programmes – such as City Safe, our CCTV network, Summer Safe Carparks, graffiti removal and monitoring, and the City Safe Operations Network
- advisory group programme – providing support for our positive ageing, disability, and youth advisory groups and the Multi-ethnic Collective
- community development initiatives – working with communities to identify and implement their priorities
- Welcoming Communities programme – Implementation partner
- Regional Accessibility Strategy – Implementation partner
- relationship building – through community, sector specific and government agency networking
- partnering on multi-agency projects – such as the Kai Ora Fund and Northland Intersectoral Forum initiatives, and community projects such as the inaugural Silver Festival and the inaugural Whangārei Fringe Festival.

Community Development seeks to help strengthen and enhance our District by ensuring that people feel safe, can access and participate in activities, and are supported to become more inclusive, connected and resilient.

How we fund this activity















- General rates.
- Subsidies and grants.
- Borrowing.
- Other.

Potential negative effects

No potential negative effects have been identified for community development.

Contribution to the Four Well-Beings

Community development makes an important contribution to the social well-being of our community:

Key Community Development functions		Contribution to wellbeings  Social  Economic  Environmental  Cultural
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 community funding enable the community to deliver projects which can have wide ranging social, cultural and economic benefits.
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 a mechanism for the key sectors of the community to engage directly with Council and inform decision making.

Contribution to Community Outcomes

High contribution



Thriving local identity

The Community Development function supports safe, welcoming communities.

Our funding and grants packages support communities to implement projects that matter to them.

Community Led Development is a programme that empowers communities to plan and implement improvements to their places.

High contribution



Diverse and inclusive culture

Working with our advisory groups and community led development programmes we support the diverse cultures in our District and enable a broad range of inclusive events and activities.



A great place to call home

Community development enhances our District's sense of self and ensures people feel safe and can participate and contribute to our communities.

Medium contribution



Thriving local identity

We work with advisory groups to ensure the best outcomes for all members of the community.



Diverse and inclusive culture

Our community safety programmes ensure people can feel safe and welcome.



Sustainable and resilient future

We work with our communities to ensure they have the facilities and services they need to thrive.

Levels of Service

9.3 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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.3.1 Percentage of residents who are aware of Council's Community Funding Programme (Measured through the Residents Survey).	≥70%	≥70%	≥70%	≥70%

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.3.2 Ranking (1-10) of how well residents think the Community Funding Programme supports the District's social and cultural well-being. (Measured through Residents Survey.)	≥7	≥7	≥7	≥7

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.4.1 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 in Levels of Service

The previous measure relating to the Community Funding Programme, “Percentage of grant applicants that understand and are satisfied with the grants application process”, was deemed to be an ineffective measure as it only measured the satisfaction of members of the public that already knew about the funding programme.

The measure for the percentage of grant applicants who understand and are satisfied with the grant's application process has been replaced with two new measures for (i) the awareness of and, (ii) the effectiveness of the Community Funding Programme. Both new measures to be collected via the annual Residents Survey.

Through the new measures that have been proposed, we are seeking to measure how effective Council's promotion of the funding programme is (reach in the community) and, for those that are aware of the programme, how successful the programme is at supporting social and cultural wellbeing outcomes in the District (impact in the community). Including these measures in Council's annual residents survey will provide us with feedback from a wider range of community members



Venues and Events

Purpose and strategic fit

We provide inclusive venues and events that create opportunities to stimulate and leverage economic, cultural, and social growth. This supports and delivers on community well-beings, civic pride and the destination status of the Whangārei District through:

- Council-led support for community events
- accessible venues
- regulatory events support
- event development funding.

Venue and Events department manages and produces events that create opportunities for residents and visitors to contribute to our District's economy. The Whangārei Events Strategy provides the strategic direction for events in our District based on the principles of experience, manaaki, outlook and expertise.

Community demand and expectation for events and Council support have increased post-covid. The Event Development Fund offers ignition funding for new events with the goal of strengthening the knowledge and experience of people running events within communities and to develop events to their maximum capacity.

Venues and Events oversees the Forum North events centre, theatre, Expo, and conference suites. While these are fully operational, there are parts of Forum North that require demolition, repair, and refurbishment. These works will be addressed through this Long-Term Plan.

How we fund this activity

- User Fees.
- General rates.
- Borrowing.
- Other – commissions, and other funding if successful.









Potential negative effects

Reputational risk to Council for not meeting community demand and expectations.


Forum North needs significant repairs. If not addressed this has the potential to have multiple significant negative effects for Council, community, users, and audiences for events.

Contribution to the Four Well-Beings

By providing inclusive venues and events services we create opportunities to stimulate and leverage economic, cultural, and social growth in a way that supports and delivers on community well-beings.

Key Venues and Events functions	Contribution to wellbeings  Social  Economic  Environmental  Cultural
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	
	Thriving local identity
We connect, collaborate and network in a professional, respectful, and knowledgeable manner.	
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	We manage, produce and support events that contribute to the cultural and social fabric of our community. The wide range of events play a key role in promoting and celebrating our culture, supports social well-being and contributes to our District's attractiveness, vibrancy, and economic development.

High contribution



Diverse and inclusive culture

We promote and celebrate our diverse communities through events.

We create opportunities to collaborate, and build events capability within the Whangārei District.

We highlight and support venues and event spaces by attracting national and international events to our District to benefit the social, cultural, and economic wellbeing of our community.



A great place to call home

Venues We provide safe, accessible venues, sports, events, and performance spaces that enable and encourage community interaction.

Events We deliver creative prosperity, cultural experiences, and support diverse expressions to take place and be celebrated in our District.

Medium contribution



Sustainable and resilient future

Whangārei as a great place to live, work and play.

We support economic growth through Venues and Events that deliver creative prosperity, cultural experiences, diverse expressions, and conventions to take place, be discussed and celebrated in our District.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.5.1 Percentage of Council delivered events that include two or more of the local experience categories (as per the strategy).	100%	100%	100%	100%
9.5.2 Regulatory support for events across our District. Requests submitted via our operational request dashboard to be successful completed in a timely manner. Measured monthly by the operational request dashboard: Reported in the community operational report.	≥80%	≥80%	≥80%	≥80%
9.5.3 Attracting, growing, and sustaining loyal audiences to events and satisfaction with the venues. Measured via the Audience Participation Survey – result is the average across all sampled events through the year.	≥60%	≥63%	≥65%	≥70%

Changes in Levels of Service

There may be some reduction in levels of service, including reduced levels of funding towards some events due to smaller budgets.

Council is also proposing a refocus on supporting the development of locally run events, thereby lifting capability and capacity in the District, mitigating reliance on Council funding over time and therefore sharing funds across a wider offering of events.

The use of the residents survey to measure venue customer satisfaction has been discontinued as the sample size is too small after eliminating respondents those who haven't attended a venue.



Customer Services

Purpose and strategic fit

Customer Services are the primary front face of Council. Whether customers are wanting to learn about how to build a house, pay an infringement, book a bus or enjoy a tour at Claphams Clocks, a member of the Customer Services team delivers this service in a welcoming and knowledgeable manner.

Providing a positive experience with the right information is essential for our District to be inclusive, resilient and sustainable. This is achieved through the work of our different Customer Services teams:

- Customer Services frontline team (Customer Experience and Service Centre teams)
- Contact centre representatives (including our afterhours phone service)
- Tarewa isite team (information, advice and retail)
- National Claphams Clocks Museum team (tours, bookings and retail)
- Property assessment team (building consent processing support, PIM/LIM).

Our teams' multi-task across the different functions, providing the most efficient service possible.

We continue to expand our services to meet the needs of our customers. Recently, many more online services have been offered which have been taken up by many. We will continue to investigate more ways of providing options which makes it easier for our community to do business with us.

How we fund this activity

- General rates.
- Revenue streams such as admission, commission, and retail sales.

Potential negative effects

There is a risk if the afterhours service is not provided at a level that matches the Council's other service levels, with the community potentially not being able to access the services or information they require in a timely manner. This risk is being addressed through this LTP.

Contribution to the Four Well-Beings

Key Customer Services functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Customer Service (Contact Centre)



Customer service requests are an important mechanism for the community to let Council know of problems in the District.

Customer Service (Visitor Information)



Providing information and guidance to the visitors of our District is important to promote and support our tourism sector.

Contribution to Community Outcomes

High contribution



Thriving local identity

Welcoming all people from our District and further afield to all our facilities.

Showing care and sharing our knowledge of how to go about business with Council and how best to enjoy our beautiful environment in the Whangārei District.



Diverse and inclusive culture

Providing a unique experience in our Clapham's National Clock Museum which highlights part of our heritage.

Contributing to community events by assisting the Council Venues and Events team.



A great place to call home

Our places – Civic Centre Te Iwitahi, the isite, Clapham's museum and Ruakākā Service Centre – are part of a network of venues and facilities offering information and experiences which contribute to our wellbeing.



Sustainable and resilient future

Customer Services take on feedback from our residents, ratepayers, and visitors to continually improve our services. We provide feedback to other parts of the organisation as we are the direct touchpoints with our communities.

Medium contribution



Diverse and inclusive culture

Dealing with all our customers in a way that is culturally appropriate.



Sustainable and resilient future

The increasing use of technology for the delivery of customer services will further enhance sustainability.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.6.1 Contact Centre calls answered in under 40 seconds.	>85%	>85%	>85%	>85%
9.6.2 That the Service Centre teams action and close 'Requests for Service' assigned to them within three working days.	≥80%	≥80%	≥80%	≥80%

9.7 The isite team provide a welcoming and informative visitor information and booking service to our local and visiting communities

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.7.1 Visitor satisfaction with the service provided by Information Consultants at our Information Centre scores an Excellent or Very Good.	≥90%	≥90%	≥90%	≥90%

9.8 The bespoke Clapham's National Clock Museum team provide a welcoming and enjoyable museum experience for our local and visiting communities

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.8.1 That visitor satisfaction with the Claphams Clock Museum experience scores an Excellent or Very Good.	≥90%	≥90%	≥90%	≥90%

9.9 Provision of Land Information Memorandums (LIMs) and Project Information Memorandums (PIMs) to the public within statutory time frames

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
9.9.1 That LIMs are issued within 10 working days.	≥95%	≥95%	≥95%	≥95%
9.9.2 That PIMs are issued within 20 working days.	≥95%	≥95%	≥95%	≥95%

Changes to Levels of Service

Some changes to performance measures have been made to measure level of customer satisfaction more accurately with the services we provide.

Wait times for walk-in customers will no longer be measured as we now operate on an appointment basis. The previous measure for this will be discontinued.



Civil Defence Emergency Management

Purpose and strategic fit

The Civil Defence Emergency Management Act 2002 sets out how Civil Defence should be managed around New Zealand. Whangarei District Council is part of the Northland Civil Defence Emergency Management (CDEM) Group that coordinates CDEM activities in the region and delivers work programmes with the district councils. The other Northland councils and agencies such as the NZ Police and Fire and Emergency New Zealand, are all members of the CDEM Group.

The CDEM Group works together to:

- reduce the potential effects of hazards
- promote community, hapū and iwi and Council readiness (preparedness) to respond to emergencies
- 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
- storms: high winds from severe storms can cause significant damage to infrastructure, homes, roading and property
- tsunamis: a locally generated tsunami resulting in 0-5m inundation above sea level has the potential to cause significant damage
- electricity failure: the network has single points of vulnerability with the potential to cause widespread loss of service
- cyber attack could also cause failure in some lifeline utilities and cause widespread issues in the region
- human pandemic: we have experienced the impact of COVID-19 and the risk of future pandemics is acknowledged as a key risk.

There is an expectation that climate related emergency events will increase in frequency and severity and require a Council response.

How we fund this activity

- General rates.
- Borrowing.
- Voluntary organisations provide resourcing to the community when required.

Potential negative effects

The CDEM activity is responsible for managing the impact and effects of higher risk emergency events for our communities. Failure to resource and manage this activity could result in serious adverse effects on communities affected by these events. This includes implementing the Northland CDEM Group Plan, having a legally compliant Emergency Operations Centre and completion of the new tsunami siren network.

Contribution to the Four Well-Beings

CDEM makes an important contribution to all four well-beings:

Key CDEM functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

CDEM Response



Our ability to support our communities to recover using the four R's (reduction of hazards, readiness, response, and recovery) is crucial for their social, economic, environmental and cultural well-being.

Contribution to Community Outcomes

High contribution



Thriving local identity

Through reduction and readiness activities ensuring the Whangārei District communities understand their hazards and are prepared for significant events with the ability to thrive and survive during and after an emergency.

Educating communities on the emergency management system and 'how things work' in Northland and within our District.



Diverse and inclusive culture

Engaging with all communities, Iwi, Hapū, marae and groups in the preparedness, readiness, response, and recovery from an emergency. With clear agreed response plans and public education which are aligned with cultural differences.

High contribution



A great place to call home

Through effective and efficient collaborative planning communities increase resilience and reduce the impact and loss during and after an event.



Sustainable and resilient future

Ensuring the recovery of an event is a positive approach to the future with lessons learnt and acted upon to create improved community resilience.

Planning for a potential increase in emergencies by working with communities, stakeholders, and agencies to prepare for next time.

Providing feedback to central government on lessons learned for improvements to the emergency management system for the future.

Levels of Service and Performance Measures

CDEM activities are measured through the Northland CDEM Group Plan (every five years) rather than a performance measure through the Long-Term Plan. Performance is monitored by the Northland Coordinating Executive Group and Northland CDEM Group Joint Committee on a quarterly basis.

Changes in Levels of Service

There are no foreseeable changes in levels of service.

Prospective Funding Impact Statement: Community Facilities and Services

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	33,691	28,623	25,980	32,199
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	2,474	3,645	75	-
Fees and charges	793	433	443	453
Internal charges and overheads recovered	2,918	2,971	3,212	3,009
Local authorities fuel tax, fines, infringement fees and other receipts	3,573	2,359	2,372	2,385
Total Operating Funding	43,449	38,031	32,082	38,046
Applications of Operating Funding				
Payments to staff and suppliers	35,104	25,014	19,251	18,618
Finance Costs	6,802	164	410	618
Internal charges and overheads applied	8,361	7,457	7,870	7,711
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	50,267	32,635	27,531	26,947
Surplus / (Deficit) of Operating Funding	(6,818)	5,396	4,551	11,099

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
30,529	25,652	26,309	29,639	26,587	26,777	27,492
-	-	-	-	-	-	-
-	-	-	-	-	-	-
463	474	483	493	503	513	522
3,437	3,555	3,680	3,797	3,923	4,044	4,165
2,394	2,398	2,444	2,489	2,535	2,580	2,626
36,823	32,079	32,916	36,418	33,548	33,914	34,805
18,796	19,037	19,543	20,277	20,547	21,054	21,608
585	597	629	625	649	636	631
8,334	8,612	8,910	9,180	9,476	9,764	10,043
-	-	-	-	-	-	-
27,715	28,246	29,082	30,082	30,672	31,454	32,282
9,108	3,833	3,834	6,336	2,876	2,460	2,523

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	604	50	-	-
Development and financial contributions	1,050	116	-	-
Increase / (decrease) in debt	16,893	(114,215)	5,726	5,079
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	18,547	(114,049)	5,726	5,079
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	1,692	-	-	-
to improve levels of service	12,614	6,877	8,513	14,139
to replace existing assets	13,435	2,302	1,764	2,039
Increase / (decrease) in reserves	(16,012)	-	-	-
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	11,729	9,179	10,277	16,178
Surplus / (Deficit) of Capital Funding	6,818	(123,228)	(4,551)	(11,099)
Funding Balance	-	(117,832)	-	-

For the 2024-34 Long Term Plan, a new Parks and Recreation activity has been formed. This was previously part of the Community Facilities and Services activity. The debt that is currently held by Community Facilities and Services is to be transferred to Parks and Recreation in Year 1 of the Long Term Plan. This transfer will result in offsetting Funding Balances of \$117.8m for Parks and Recreation and (\$117.8m) for Community Facilities and Services in Year 1.

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(625)	(625)	(625)	(625)	(625)	(625)	(625)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(625)	(625)	(625)	(625)	(625)	(625)	(625)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
6,549	1,457	1,435	4,043	72	102	89
1,934	1,751	1,774	1,668	2,179	1,733	1,809
-	-	-	-	-	-	-
-	-	-	-	-	-	-
8,483	3,208	3,209	5,711	2,251	1,835	1,898
(9,108)	(3,833)	(3,834)	(6,336)	(2,876)	(2,460)	(2,523)
-	-	-	-	-	-	-



10. 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:



undertaking District planning



issuing resource consents and ensuring they meet required conditions



issuing building consents and ensuring they meet required conditions



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 manage the District's resources. Council's District planning function delivers planning outcomes and environmental regulation through the Resource Management Act 1991 (RMA).

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

Whangārei District Council is developing a Future Development Strategy, to direct where and how our District will accommodate growth. The District Plan can support implementation of this strategy, through the development of provisions that are consistent with the outcomes sought by the Future Development Strategy.

There is potential for Resource Management reform to change the way we plan for how and where our District grows. It is important to ensure that the needs and aspirations for the District are captured within any new system of planning, based on the direction of any new legislation.

How we fund this activity

- Fees and charges.
- General rates.

Potential negative effects

If this activity is not undertaken subdivision, use and development could occur in inappropriate locations due to unplanned growth and inappropriate provisions for the protection of the natural and physical resources of the District. This could result in the environment being detrimentally affected, people and property being placed at significant risk and/or development being unable to be appropriately serviced by infrastructure. These potential negative effects are mitigated by having robust planning processes, and through prioritisation of plan changes to maximise budgets and resourcing.

Contribution to the Four Well-Beings

Key District Planning functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Maintenance of the District Plan



The District Plan is the rule book for the management of the environment within our District. It provides for subdivision, land use and development in appropriate locations, whilst protecting our valuable heritage and the natural environment, and managing risks of natural hazards to our communities. It therefore promotes all four well-beings.

Contribution to Community Outcomes

High contribution



Thriving local identity

District Plan provisions for subdivision, use and development ensure an appropriate balance is struck between protection of and access to the natural environment.



Diverse and inclusive culture

The District Plan is a key regulatory tool for managing the impacts of subdivision, use and development on those aspects of the environment that contribute to our culture and heritage.



A great place to call home

The District Plan includes provisions to ensure that as the District grows and develops, our transport infrastructure remains safe and sufficient to meet the needs of our communities.



Sustainable and resilient future

The District Plan is the main tool that controls where and how the District will grow and develop. Through the development of appropriate provisions, it can support aspirations around economic development, innovation, and resilience in the face of climate change.

Levels of Service

10.1 Develop and maintain the District Plan in accordance with the RMA and in a manner that captures the needs and aspirations of the Whangārei District.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
15.1 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 in Levels of Service

There will be no changes to the level of service.



Resource Consents

Purpose and strategic fit

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

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

Council's Resource Consents activity provides for the efficient and timely determination of resource consent applications and monitoring of conditions of consent on land-use applications while taking account of the health of the natural environment, the health, well-being and interests of people and communities including that of iwi and hapū.

Transition from the RMA to any replacement legislation brought in by the new Government will require an adjustment to the assessment of resource consent applications to meet the requirements of the new legislation.

How we fund this activity













- User fees.
- General rates.

Potential negative effects

Failure to determine applications in a timely manner can result in negative economic effects for those involved. Using external contractors can help to cover staffing shortfalls. Failure to adequately monitor land-use consents can result in negative environmental effects.

Contribution to the Four Well-Beings:

Resource Consents makes an important contribution across all four well-beings:

Key Resource Consents functions	Contribution to wellbeings  Social  Economic  Environmental  Cultural
Resource Consents    	The processing of resource consents in a timely manner helps support our economic well-being. The decision making process in line with the RMA and the outcomes specified in our District Plan help ensure our environmental, social and cultural well-being.
Consent Monitoring    	The monitoring of consents ensures that the conditions of a consent are being followed. This helps to ensure the environmental, social, economic and cultural wellbeing of our District.

Contribution to Community Outcomes

High contribution



Thriving local identity

Efficiently processing resource consent applications and effectively monitoring land-use conditions will reinforce our identity as an economically successful and environmentally sustainable location in which to live and work.



Diverse and inclusive culture

Improving engagement with hapū in the District and having greater regard of relevant issues in relation to resource consent processes will strengthen our culture.



A great place to call home

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.



Sustainable and resilient future

The resource consent processes are clear and simple, guided by the District Plan and the RMA. The processing of resource consents in a timely manner helps support our economic well-being.

Levels of Service

10.2 Council will process resource consent and associated applications within statutory timeframes:

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
10.2.1 Percentage of non-notified resource consent applications processed within statutory timeframes.	≥95%	≥95%	≥95%	≥95%
10.2.2 Percentage of Section 223 and Section 224 applications for subdivision consents under the RMA within statutory timeframes.	≥95%	≥95%	≥95%	≥95%
10.2.3 Percentage of land-use consent conditions monitored Note: time frames will be dependent on priorities based on potential environmental risk associated with non-compliance.	100%	100%	100%	100%

Changes to Levels of Service

No changes have been made to the levels of service.



Building Control

Purpose and strategic fit

The primary purpose of Building Control is to ensure that buildings in our District are designed and constructed to the required standards and quality to ensure public safety. These standards are set by central government through the Building Act 2004.

As a Building Consent Authority, we are responsible for the issuing of Building Consents within our District, ensuring compliance with consents (through the inspection regime) and the issuing of Code Compliance Certificates once the building is successfully completed.

As a Territorial Authority (TA) we inspect dangerous and insanitary buildings, undertake responsibilities for inspecting swimming pool fencing, audit buildings under the building warrant of fitness scheme and manage earthquake prone building processes.

The Building Act addresses natural hazards through specific consideration. These risks are addressed through using the most up to date data when considering Building Consent applications.

How we fund this activity

- User fees.
- General rates.

Potential negative effects

Failure to undertake this Activity could adversely impact on the health and safety of the community (i.e. through the construction of buildings that do not meet the requirements of the Building Act) and could have financial cost to owners and ratepayers. These risks and issues are mitigated through ensuring that all staff have the required technical competencies, and through having effective processes in place to minimise the potential for errors.

Contribution to the Four Well-Beings

Building Control makes an important contribution across all four well-beings.

Key Building Control functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Building Control



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

Contribution to Community Outcomes

High contribution



Thriving local identity

Through the provision of building control services which seek to provide safe and healthy buildings, we contribute to thriving and safe communities.



A great place to call home

The provision of safe and healthy buildings is a key component of sustaining and improving existing communities.



Sustainable and resilient future

Ensuring buildings are placed in appropriate locations by the use of the most up to date data on natural hazards.

Medium contribution



Diverse and inclusive culture

People feel safe by having confidence that buildings are properly built and are not dangerous for users.



Sustainable and resilient future

New provisions to be added to the Building Act will require better waste management on building sites which will assist in achieving sustainable development.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
10.3.1 Percentage of building consent applications processed within statutory timeframes.	≥96%	≥96%	≥96%	≥96%
10.3.2 Percentage of inspections completed within two days.	≥95%	≥95%	≥95%	≥95%

Changes in Levels of Service

There are no proposed changes to level of service.



Health and Bylaws

Purpose and strategic fit

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

The Environmental Health team is responsible for registering, monitoring, verifying, inspecting, enforcing and ensuring general compliance under the Food Act 2014, the Health Act 1956, the Sale and Supply of Alcohol Act 2012, and the Resource Management Act 1991, as well as any related regulations made under those Acts.

The Bylaws team, including Council's Regulatory Services contractor, Armourguard provides services relating to animal management (dog and stock control and operation of an animal shelter), parking enforcement (including Warrant of Finesses and Vehicle Registrations), excessive noise control and general bylaw enforcement.

How we fund this activity











- Fees and user charges.
- General rates.

Potential negative effects

Local authorities are required to monitor and enforce central government legislation. Failure to adequately undertake adequate enforcement and monitoring of legislation can lead to both legislative failures and significant adverse environmental, health and nuisance effects across our District. This is also likely to result in customer/resident dissatisfaction. These risks are mitigated through an appropriate monitoring and enforcement regime, which is adequately staffed and resourced.

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 wellbeing  Social  Economic  Environmental  Cultural
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 well-being is maintained.
Bylaw Enforcement    	Bylaw enforcement and the control of dogs, stock and noise helps to ensure the environment, social, economic and cultural well-being of our District.

Contribution to Community Outcomes

High contribution



Thriving local identity

The provision of Environmental Health and Bylaw team functions ensures that our community is safe, thriving and welcoming.

Medium contribution



Diverse and inclusive culture

The services provided by the Health & Bylaws department contribute to making people feel safe and facilitate good outcomes for the community.



A great place to call home

The Health & Bylaws department's work supports our District to be a great place to live.



Sustainable and resilient future

The department collaborates with others to ensure that any economic development takes place within legislated parameters.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
10.4.1 Percentage of complaints responded to within agreed timeframes.	≥85%	≥85%	≥85%	≥85%

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
10.5.1 All registered premises inspected once a year.	100%	100%	100%	100%

10.6 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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
10.6.1 Percentage of food businesses verified within timeframes as specified by the Food Act 2014.	100%	100%	100%	100%

10.7 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	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
10.7.1 Percentage of alcohol licensed premises inspected annually.	100%	100%	100%	100%

Changes in Levels of Service

No change to existing Levels of Service, but Council will not deliver Freedom Camping education, monitoring and enforcement going forward unless external funding becomes available, or unbudgeted revenue can be secured

Prospective Funding Impact Statement: Planning and Regulatory Services

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	9,701	10,133	10,908	11,146
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	273	-	-	-
Fees and charges	10,214	11,090	11,333	11,594
Internal charges and overheads recovered	2,083	1,126	1,290	1,023
Local authorities fuel tax, fines, infringement fees and other receipts	1,799	2,046	2,048	2,049
Total Operating Funding	24,070	24,395	25,579	25,812
Applications of Operating Funding				
Payments to staff and suppliers	15,144	16,164	16,794	17,170
Finance Costs	266	307	289	275
Internal charges and overheads applied	8,660	7,924	8,313	8,184
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	24,070	24,395	25,396	25,629
Surplus / (Deficit) of Operating Funding	-	-	183	183

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
11,826	12,344	12,906	13,412	13,977	14,504	15,032
-	-	-	-	-	-	-
-	-	-	-	-	-	-
11,860	12,121	12,376	12,623	12,876	13,120	13,369
1,378	1,423	1,470	1,514	1,562	1,608	1,654
2,050	2,051	2,053	2,054	2,055	2,056	2,058
27,114	27,939	28,805	29,603	30,470	31,288	32,113
17,919	18,431	18,942	19,446	19,967	20,482	21,012
264	274	294	298	316	317	322
8,748	9,051	9,386	9,676	10,004	10,306	10,596
-	-	-	-	-	-	-
26,931	27,756	28,622	29,420	30,287	31,105	31,930
183	183	183	183	183	183	183

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (decrease) in debt	5,074	1,871	(183)	(183)
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	5,074	1,871	(183)	(183)
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	-	-	-	-
to improve levels of service	-	-	-	-
to replace existing assets	5,074	1,871	-	-
Increase / (decrease) in reserves	-	-	-	-
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	5,074	1,871	-	-
Surplus / (Deficit) of Capital Funding	-	-	(183)	(183)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(183)	(183)	(183)	(183)	(183)	(183)	(183)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(183)	(183)	(183)	(183)	(183)	(183)	(183)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(183)	(183)	(183)	(183)	(183)	(183)	(183)
-	-	-	-	-	-	-



11. 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 governance functions and manages our risks



Strategy which addresses the key strategic issues facing the District such as growth, development and climate change



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



District Development and Commercial Property, which supports 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

Democracy and Assurance enables effective robust and transparent decision making for our District.

This activity covers the governance functions of Council and its committees, including supporting all Council meetings, briefings and workshops, alcohol licensing hearings as well as the provision of legal advisory services to the organisation.

This activity also covers Council's risk and assurance process, including working across the business to identify and categorise risks, and support for board appointments to Council organisations, as appropriate. The activity further provides oversight of insurances, internal audits, delegations, and official information responses. Executive support for the Mayor's Office is also provided through the Democracy and Assurance function.

Democracy and Assurance takes the lead on ensuring adherence to legislation requirements, as required across the organisation and specifically those within the Local Government Act 2002, Local Government Official Information and Meetings Act 1987.

How we fund this activity

- General rates.

Potential negative effects

Currently no potential negative effects have been identified for this 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 wellbeings

 Social  Economic  Environmental  Cultural

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.

Key Democracy and Assurance functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

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 well-being's

Legal



In house legal support to governance and operational activities.

Contribution to Community Outcomes

Democracy and Assurance make an important contribution across all four pou.

High contribution



Thriving local identity

We ensure our decision making is transparent and robust.



Diverse and inclusive culture

The democracy function enables community participation in local governance.



A great place to call home

Robust decision making contributes to a community that welcomes all.

Medium contribution



Sustainable and resilient future

We support decision making that takes a broad and long view.

Levels of Service

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

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
11.1.1 Percentage of response 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%
11.1.2 Percentage of Council committee and hearing agendas that meet relevant legislative timeframes.	100%	100%	100%	100%
11.1.3 Percentage of Council recommendations that are not altered by amendment in chambers for reasons of ambiguity.	≥95%	≥95%	≥95%	≥95%

Changes in Levels of Service

A new measure has been added to record the percentage of amendments in chambers that are made to recommendations for reasons of ambiguity. This measure will be used to provide feedback to staff and encourage clear report writing.



Strategy

Purpose and strategic fit

The Strategy activity addresses the key strategic issues facing the District and ensures that Council responds in an integrated way. This includes working with tangata whenua and community and central government stakeholders. The activity includes:

Direction setting: Establishing strategic approaches to key issues such as climate change adaptation and mitigation responses, growth, infrastructure (including the new airport project) and housing.

Corporate planning: Developing the Long-Term Plan which outlines what Council intends to do over a 10-year period and how those actions will be resourced; the Annual Plan which is the 12-month focus of the longer plan; and the Annual Report which outlines how we performed against what Council set out to do.

Spatial planning: District level and localised spatial planning including the Placemaking Programme of work and the Future Development Strategy.

Bylaws & statutory policies: Local provisions and rules to protect, promote and maintain health and safety, minimise offensive behaviour and regulate some activities.

Urban design: Guiding the design and functionality of the built environment including the spaces between buildings to ensure a positive interaction with our built environment.



























How we fund this activity

- General rates.
- Central Government Grants.

Potential negative effects

The absence of (or lapsed) bylaws may result in the inability to regulate on nuisance or health related matters. Ineffective strategies and the absence of strategic direction can lead to adverse effects across all four well-beings. Poor data or incorrect evidence can lead to inappropriate decisions being made, an inability to measure and understand the impacts of those decisions and misalignments with other internal activities and community aspirations. These potential effects are mitigated by having the right level of resourcing and investment in data and monitoring.

Contribution to the Four Well-Beings:

Key Strategy functions	Contribution to wellbeings
	 Social  Economic  Environmental  Cultural
Direction setting	By setting strategic direction across all the key issues facing Council, we deliver more integrated and effective outcomes.
   	
Corporate planning	Our Long Term Plan and Annual Plan sets out what Council will do and how we pay for it.
   	
Spatial planning	Spatial Planning and Placemaking enables communities to directly engage with planning for their future.
   	
Bylaws and statutory policies	Bylaws and Statutory Policies help protect the environment and amenity of our District as well as safety of our communities.
 	
Urban design	The Future Development Strategy is a key instrument in defining how communities will develop in our District over time. It sets development direction across all four well-beings.
   	
Monitoring and reporting	By ensuring Council has access to the key data and information needed to make appropriate decisions and monitor the effectiveness of what we do, Strategy contributes across the four well-beings.
   	

Contribution to Community Outcomes

High contribution



Thriving local identity

Strategy development covers issues which can support all four outcomes, including Te ao Māori, the development sector, climate change mitigation and adaptation, affordable, accessible housing and the integration of growth and infrastructure.



Diverse and inclusive culture

Place-based planning, such as our placemaking programme, enables communities to directly engage with the future of their communities. This supports all four outcomes for that place.



A great place to call home

Plans, bylaws, and statutory policies help protect the environment and amenity of our District as well as the safety of our communities, connecting more to outcomes of Our People and Our Place.



Sustainable and resilient future

Our Long Term Plan and Annual Plan sets out what Council will do how we will pay for it.

Levels of Service

11.2 Our strategies, policies and plans remain up to date and relevant to the community.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
11.2.1 Percentage of statutory policies, bylaws, plans and strategies that are reviewed with the relevant statutory timeframes.	100%	100%	100%	100%

Changes in Levels of Service

No change.



Tiriti Relationships

Purpose and strategic fit

The Tiriti Relationships activity supports Whangarei District Council to meet its statutory obligations to maintain and improve opportunities for Māori to contribute to local government decision-making processes. Council is committed to better understand the values, aspirations, and interests of Māori as Council builds its capability and capacity to engage through best culturally responsive practices.

Council's cultural capability and capacity is supported through two functions:

- cultural capability: cultural capability encompasses developing cultural awareness and competence for staff when working with tangata whenua. It involves knowledge, attitudes and values that demonstrate an openness and respect for tangata whenua and their culture and traditions with their ancestral lands, waterways, sites, wāhi tapu and other taonga
- Māori engagement: genuine and proactive relationships with tangata whenua are essential to ensure Council's decision-making promotes the place and contribution of tangata whenua in the social, cultural, economic, and environmental wellbeing of both our Māori communities and the wider Whangārei District.

Council's partnership model centers the agency of hapū which includes a working relationship with the Whangārei hapū and the Whangārei Hapū Forum, Te Huinga. At a governance level the Whangārei hapū and Te Huinga support the facilitation of hapū appointments to the Te Kārearea Strategic Partnership Standing Committee in the governance structure of Council.

Whangārei District iwi and hapū are in a pre-settlement phase for Treaty of Waitangi claims. As these settlements occur Council will continue to incorporate these outcomes into our partnership work with tangata whenua.

How we fund this activity

- General rates.

Potential negative effects

Failure to engage proactively with tangata whenua will compromise Council's commitment to maintain and improve opportunities for Māori to contribute to local government decision-making processes.

Contribution to the Four Well-Beings

Key Tiriti Relationships functions

Contribution to wellbeings

 Social  Economic  Environmental  Cultural

Māori Relations



Partnership with tangata whenua 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 wellbeing of our Māori communities.

Contribution to Community Outcomes

High contribution



Thriving local identity

As the District's legacy identity and long-time co-habitants across the contrasting inland and coastal, urban and rural environs, tangata whenua constitute a key demographic to foster genuine and authentic relations for the wider identity of the Whangārei District.



Diverse and inclusive culture

The Treaty of Waitangi (Tiriti o Waitangi) relationship provides for the diverse heritages and cultural fabric across both the nation and our District. An inclusive working relationship with tangata whenua is integral to the foundational District-wide culture unique to Whangārei.



A great place to call home

Tangata whenua enable the tapestry threaded across the width and breadth of our District, targeted facilities and events to give 'our place' its own unique signature.



Sustainable and resilient future

Tangata whenua have seen the varying impacts on the local economy and environment over many generations. Their contribution to the innovation and collaborative successes in business, sports, the environment and culture is integral to 'our future' being successful.

Levels of Service

11.3 To maintain and improve opportunities for Māori to contribute to local government decision-making processes.

Performance Measure	Year 1 2024-25 target	Year 2 2025-26 target	Year 3 2026-27 target	Years 4-10 2027-34 target
11.3.1 Engage the collective hapū of Whangārei each quarter throughout the reporting period to discuss matters of importance to tangata whenua and Council.	≥100%	≥100%	≥100%	≥100%
11.3.2 Engage with Te Huinga each quarter in the reporting period to discuss matters of importance to Te Huinga and Council.	≥100%	≥100%	≥100%	≥100%
11.3.3 Design and distribute an annual survey to Māori to support monitoring outcomes for Māori in contributing to local government decision-making processes.	≥75%	≥75%	≥100%	≥100%
11.3.4 Produce a Tiriti audit, review and implement all recommendations by 30 June 2027.	≥75%	≥75%	≥100%	≥100%

Changes in Levels of Service

All new performance measures.



District Development and Commercial Property

Purpose and strategic fit

As a District that has consistently grown in population over the last two decades it is important to face the challenges that accompany growth, and to ensure that development is managed in a manner that enhances the wellbeing of all communities. District Development and Commercial Property works with our communities to ensure a vibrant, thriving, and sustainable economy. This is achieved through various initiatives including:

- monitoring and shaping the strategic direction of the District and Regional economic development
- building the capability of local businesses
- identifying and promoting our unique selling point for businesses and visitors' groups.
- managing Council's commercial property portfolio at both a strategic and operational level in a manner that has a positive benefit on our communities (noting Council's planned transition to a Commercial Property CCO/CCTO, as outlined below)
- providing proactive support to businesses in the relationships and contact with Council to ensure the response is customer friendly
- enabling Māori participation in economic and District development
- managing the Whangārei Airport (contracted)

Council's policies, strategies and decisions have impacts on local business, their ability to grow and to employ more people. District Development and Commercial Property is focused on ensuring Whangārei is attractive to business and inward investment.

Council is to become a shareholder in Northland Inc, a Joint Regional Council Controlled Organisation, owned jointly by Northland Regional Council, Far North District Council and Kaipara District Council. This will give Whangārei a stronger voice on the direction of Northland Inc's economic development work in Northland, alongside the Whangārei focussed work of the department, with membership and funding to be reviewed prior to any commitment beyond Year 2 of this plan.

Council Consulted on options for the development of Council-owned property where there are commercial or strategic opportunities. This included up to \$30m of property where there were commercial or strategic opportunities. A CCO or CCTO has been identified as Council's preferred option. In doing so Council committed to doing more work on development opportunities prior to progressing to the preferred option. A Transition Advisory Board will be established in year one of this plan to assist in this work







How we fund this activity

- General rates.
- Commercial property portfolio provides a return to Council.




Potential negative effects

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

Contribution to the Four Well-beings

Key District Development and Commercial Property functions		Contribution to wellbeings
		 Social  Economic  Environmental  Cultural
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	
	Thriving local identity <p>The activity supports the Love It Here brand and attracts domestic tourism into the area, mostly through digital channels.</p> <p>The 'Create Your Best Life' initiative seeks to attract people to live, study, work and do business here.</p>
	Diverse and inclusive culture <p>The Whangārei NZ web site, Love it Here branding and the Create Your Best Life campaign acknowledge Te ao Māori worldview.</p>
	A great place to call home <p>We support and enable a District where it is easy for business to interact with local government, ensuring we are an attractive place to invest in and develop businesses.</p>

High contribution



Sustainable and resilient future

Through its property portfolio, Council plays a role in enabling a sustainable, resilient economy that is accessible to all our communities.

Medium contribution



Thriving local identity

District Development and Commercial Property works with Northland Inc to support the Northland visitor economy.

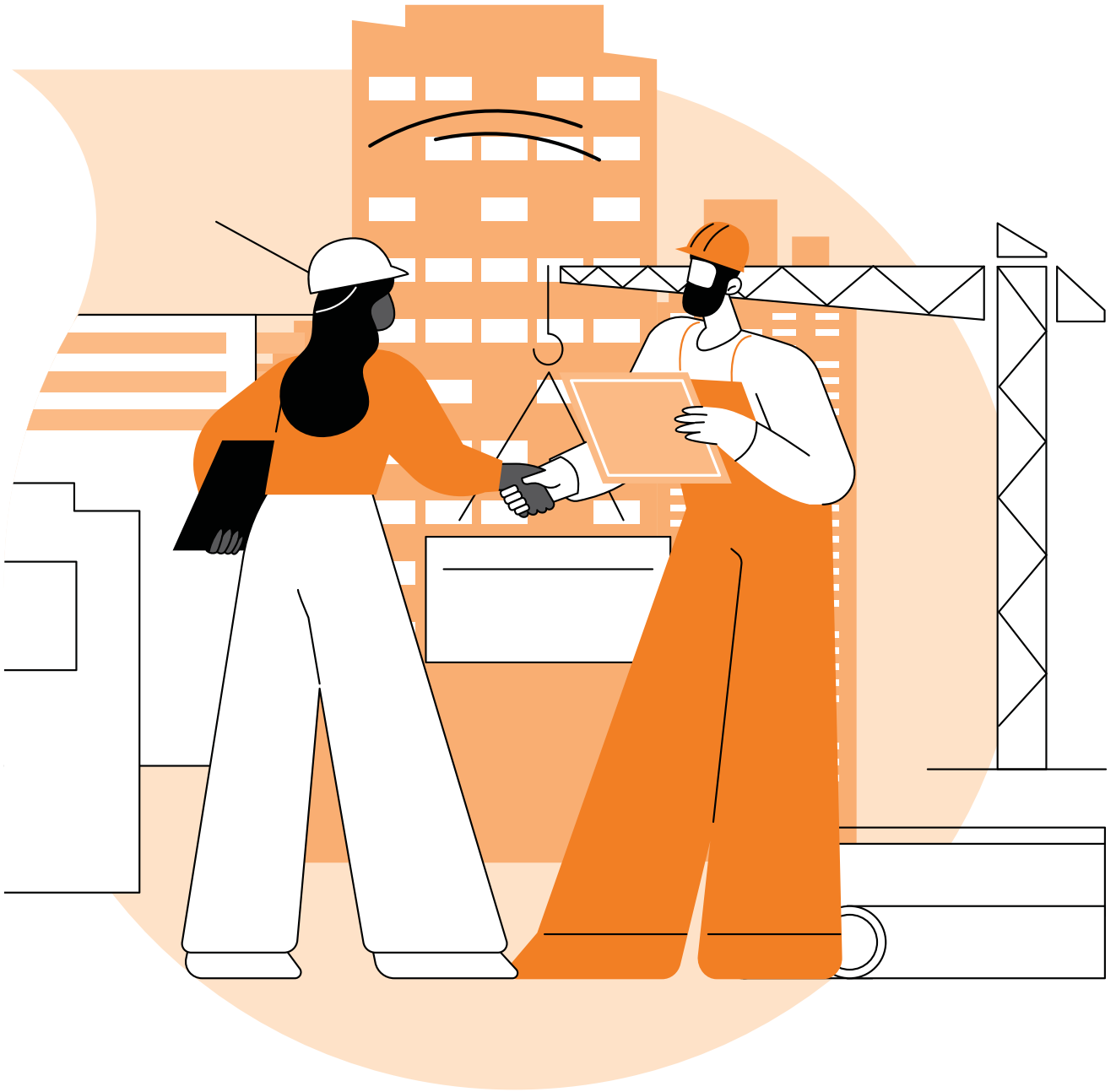


Sustainable and resilient future

We aim to create a platform off which people can achieve aspirations and economic well-being.

Levels of Service

No levels of service.



Prospective Funding Impact Statement: Governance and Strategy

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	5,505	8,286	8,142	8,049
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	150	255	175	175
Fees and charges	-	-	-	-
Internal charges and overheads recovered	544	455	495	436
Local authorities fuel tax, fines, infringement fees and other receipts	6,251	5,257	5,211	5,252
Total Operating Funding	12,450	14,253	14,023	13,912
Applications of Operating Funding				
Payments to staff and suppliers	8,283	9,310	10,491	10,476
Finance Costs	376	260	260	260
Internal charges and overheads applied	2,597	2,931	3,077	3,009
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	11,256	12,501	13,828	13,745
Surplus / (Deficit) of Operating Funding	1,194	1,752	195	167

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
9,151	7,603	8,965	7,735	8,630	8,752	8,801
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
529	547	565	583	601	619	638
5,365	5,509	5,670	5,793	5,663	5,725	5,846
15,045	13,659	15,200	14,111	14,894	15,096	15,285
9,167	9,844	10,953	10,033	10,599	11,013	10,769
354	462	483	494	290	265	280
3,241	3,353	3,477	3,584	3,706	3,818	3,926
-	-	-	-	-	-	-
12,762	13,659	14,913	14,111	14,595	15,096	14,975
2,283	-	287	-	299	-	310

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
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	1,769	3,905	-	-
to replace existing assets	3,214	14	1,025	-
Increase / (decrease) in reserves	(3,789)	(2,949)	(1,025)	-
Increase / (decrease) of investments	-	782	195	167
Total Applications of Capital Funding	1,194	1,752	195	167
Surplus / (Deficit) of Capital Funding	(1,194)	(1,752)	(195)	(167)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,201	2,249	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,201	2,249	-	-	-	-	-
440	450	-	-	-	-	-
1,788	1,350	-	-	-	-	-
440	449	-	-	-	-	-
-	-	-	-	-	-	-
1,816	-	287	-	299	-	310
4,484	2,249	287	-	299	-	310
(2,283)	-	(287)	-	(299)	-	(310)
-	-	-	-	-	-	-



12. Support Services

Purpose and strategic fit

Support Services are focussed on supporting the twelve 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.

How we fund this activity

- General rates.
- Some fees for service.
- Significant capital projects are funded by debt.

Support activities

Finance

This department plays 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. This department provides 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. Our accounts payable team manage a high volume of invoices to ensure our suppliers get paid. We manage the relationship and optimise our lending with the Local Government Funding Agency.

Financial expertise and support is provided to all departments throughout Council, as well as some Council Controlled Organisations by providing shared financial services to them.

Finance operates in an increasingly complex environment with expanding reporting requirements and opportunities to enhance our services and the reporting we provide through improved automation.

Revenue

We account for a large volume of Council's financial transactions including setting and billing land rates, invoicing water rates and other revenue, and processing all customer payments. Direct debit processing and timely follow up of overdue amounts mean that arrears are kept to a minimum. We manage the rating e-billing and self-service portals. The efficient administration and maintenance of property records ensures the Rating Information Database and other property information systems are kept up to date.

People and capability

This group 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. Ensuring that Council meets its health and safety and employment legislation obligations (both for staff and with our contractors) is also a key function of People and Capability.

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.

ICT

This department supports the information and communications technology of Council.

- The User Support team manages support tickets from across the organisation. They support over 200 applications used by the services.
- The Systems Engineering team maintains our ICT infrastructure across one primary and 13 satellite sites and the infrastructure related support tickets.
- The Projects team deliver projects providing upgraded or new applications to prioritised projects from the business, together with a large volume of 'minor works' such as configuration changes.
- Our Information Management team maintain our document management systems (both paper and electronic) to meet business needs and to ensure Council complies with all its legislative requirements.
- We manage a range of security systems to protect against cyber-attacks and insure against information and data loss and provide systems for fast recovery in the event of a disaster or interruption to services.

ICT also supports Council's website which plays a vital role as an interactive service for our ratepayers with extensive resources for public information, documents and publications, consultations and GIS (Geographic Information System) mapping (including District Plan and hazard overlays).

The ICT team lead Council efforts to provide the most efficient and effective digital services, internally and to our communities, through responsible use of new technologies.

Capital projects, planning and development engineering

The Infrastructure Planning activity ensures a long-term view of how infrastructure is provided across the District, including how it is funded, and how to meet all external legislation and regulations. We ensure that we and our development community are building quality infrastructure.

Council must deliver capital programmes and projects across the infrastructure portfolio in a timely and cost-effective manner as well as ensuring our strategic plans are developed and implemented to meet the increasing needs and growth of the District. Infrastructure Development ensures that developments happening in the District are an acceptable quality, through the development and monitoring of engineering standards, and ensuring asset information is provided to Council punctually and to the required standards.

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

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 Communications Department also supports community engagement on Council's infrastructure projects.

The department 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.

With the continued expansion of digital media use (New Zealanders now spend more time using digital media than traditional media), the Communications team has a strong focus on developing and expanding our use of new technologies to engage with our communities.

Business support

Business Support enables business continuity of our organisation operationally. Managing goods and services contracts, such as Cleaning, Security and Electricity, Business Support ensures that things run smoothly and our staff can focus on performing their duties and responsibilities.

The main areas for focus are:

- procurement advisory: Business Support provide advice and guidance on procurement for Council and support for local business owners to encourage them to more easily work with Council
- contracts advisory: this role monitors our contracts (values, terms, KPIs, expiries etc.) and supports the organisation's contract managers to ensure that we are getting what we pay for, and we are consistent in our approach to dealing with suppliers
- property leases and licenses: we establish, review, and renew leases and licences across all Council property, including commercial property, parks (club rooms etc.), and roading
- fleet management: Business Support is responsible for the purchase, maintenance, and sale & disposal of our organisation's fleet (more than 60 vehicles), keeping our staff mobile and able to reach the entire District
- corporate sustainability: This role supports Council to become more efficient, resilient and sustainable
- facilities maintenance: We assist with whatever property repairs and maintenance we are asked to do for the better of staff and community.

Performance Measures

There are no performance measures in place for this group which provides support for the key delivery activities.

Changes in Levels of Service

The main drivers to service delivery changes for the support services are changes to legislation, to customers' requirements (being internal, external and governance), and budget constraints.

Prospective Funding Impact Statement: Support Services

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	4,912	5,553	4,430	4,007
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	230	-	-	-
Fees and charges	800	817	835	854
Internal charges and overheads recovered	24,516	28,342	30,010	29,092
Local authorities fuel tax, fines, infringement fees and other receipts	374	344	351	359
Total Operating Funding	30,832	35,056	35,626	34,312
Applications of Operating Funding				
Payments to staff and suppliers	21,035	24,398	25,871	25,478
Finance Costs	2,489	2,554	2,490	2,446
Internal charges and overheads applied	2,301	2,540	2,823	2,370
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding	25,825	29,492	31,184	30,294
Surplus / (Deficit) of Operating Funding	5,007	5,564	4,442	4,018

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
3,611	3,268	3,770	3,820	3,393	3,433	4,032
-	-	-	-	-	-	-
-	-	-	-	-	-	-
874	893	911	930	948	966	985
31,605	32,729	33,945	34,900	36,108	37,240	38,204
368	376	384	391	399	407	414
36,458	37,266	39,010	40,041	40,848	42,046	43,635
27,479	28,366	29,268	30,012	30,934	31,872	32,667
2,390	2,550	2,775	2,915	3,114	3,231	3,328
2,967	3,071	3,186	3,284	3,396	3,499	3,597
-	-	-	-	-	-	-
32,836	33,987	35,229	36,211	37,444	38,602	39,592
3,622	3,279	3,781	3,830	3,404	3,444	4,043

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (decrease) in debt	-	(1,286)	(1,286)	(1,286)
Gross proceeds from sale of assets	-	-	-	-
Other dedicated capital funding	-	-	-	-
Lump sum contributions	-	-	-	-
Total Sources of Capital Funding	-	(1,286)	(1,286)	(1,286)
Applications of Capital Funding				
Capital expenditure				
to meet additional demand	315	623	356	315
to improve levels of service	2,663	1,945	1,444	1,154
to replace existing assets	2,029	1,710	1,356	1,263
Increase / (decrease) in reserves	-	-	-	-
Increase / (decrease) of investments	-	-	-	-
Total Applications of Capital Funding	5,007	4,278	3,156	2,732
Surplus / (Deficit) of Capital Funding	(5,007)	(5,564)	(4,442)	(4,018)
Funding Balance	-	-	-	-

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(1,286)	(1,286)	(1,286)	(1,286)	(1,286)	(1,286)	(1,286)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(1,286)	(1,286)	(1,286)	(1,286)	(1,286)	(1,286)	(1,286)
248	219	316	322	233	237	354
1,005	813	922	940	864	880	1,008
1,083	961	1,257	1,282	1,021	1,041	1,395
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,336	1,993	2,495	2,544	2,118	2,158	2,757
(3,622)	(3,279)	(3,781)	(3,830)	(3,404)	(3,444)	(4,043)
-	-	-	-	-	-	-



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.

Following Consultation for this Long Term Plan, Council has an interest in eight organisations that meet these definitions:

- Whangārei Art Museum Trust
- Whangārei District Airport
- Northland Event Centre Trust 2021
- Northland Inc Limited
- Northland Regional Landfill Limited Partnership
- Whangārei Waste Ltd
- Springs Flat Contractors Ltd
- Local Government Funding Agency.

Northland Inc Limited is jointly owned by Northland Regional Council (NRC), Kaipara District Council and Far North District Council. Each council (referred to as shareholder councils) holds an equal shareholding in Northland Inc.

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. Whangārei Waste Ltd, Springs Flat Contractors Ltd and Northland Event Centre Trust are exempt organisations.

The non-exempt entities are:

Whangārei Art Trust (WAT)

The Whangārei Arts Museum and the Hundertwasser Wairau Māori Art Centre are currently being managed by a Trust. The Trust has now changed its name from the Hātea Arts Precinct Trust (HAPT) to the Whangārei Art Trust by agreement with the Community Development Committee in March 2023 with immediate effect.

WAT is incorporated as a Trust Board under the Charitable Trusts Act 1957. The board comprises seven positions, four appointed by Council. WAT relies on funding from Council and its museum is located in Council-owned premises.

WAT operates to the following principles to:

- be responsible for the establishment and management of an art museum and art centre
- 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 Whangārei Art Museum and to attract touring exhibitions and encourage artists to exhibit their work
- promote the Hundertwasser Art Centre locally, nationally, and internationally
- maximise the benefits of the Hundertwasser Art Centre and Whangārei Art Museum for the people of the Whangārei District and encourage the people of the Whangārei 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 WAT 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 both the Hundertwasser Art Centre and Whangārei Art Museum.

Whangārei District Airport (WDA)

The WDA 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.

Northland Event Centre Trust 2021

The Northland Events Centre (2021) Trust has been in operation for two years, since it was established on 1 December 2021. The trust has five Council appointed Trustees and a Trustee appointed General Manager who proudly and professionally host events that embody the heart, spirit and potential of Northland Te Tai Tokerau. Strategic pillars are Events, Te Ao and Venue.

Key performance targets and measures

- Operate within agreed financial budgets.
- NECT 2021 have long term goals within the three strategic pillars that include:
 - hosting events for the benefit of Northland Te Tai Tokerau
 - continuous development of closer relationships with Tangata Whenua
 - continuous development of the unique sense of identity for the venue
 - increase commercial revenue
 - improve visitor experience
 - implement sustainable and environmental measures.

Northland Inc Limited

Northland Inc Limited, established in July 2012, is the region's economic development agency and regional tourism organisation. Prior to 1 July 2021, it was 100% owned by NRC. On 1 July 2021, it became jointly owned by NRC, Kaipara District Council and Far North District Council. Following public consultation as part of their Long Term Plan 2024–34 consultation process, Whangarei District Council agreed to also become a joint owner of Northland Inc, effective July 2024. Each council (together referred to as the shareholder councils) holds an equal shareholding in Northland Inc. We will review the benefit of our involvement in Northland Inc before committing to ongoing membership or further funding beyond Year 2 (2025-26) of this plan.

A joint committee has been established to co-ordinate the responsibilities, duties and powers of councils as shareholders of Northland Inc. Furthermore, all four councils have committed to an annual level of funding for economic development in their Long Term Plans 2024–34, which will be transferred into, and subsequently allocated from NRC's Investment and Growth Reserve.

Northland Inc is primarily funded by an operational contribution from the Investment and Growth Reserve. It is project-funded through other public and private agencies, with central government being the next largest contributor. The organisation has a governance board of professional directors, each appointed on a fixed-term basis by the shareholder councils. Operational activity is led by a chief executive officer.

Key performance targets and measures

- Operating within agreed financial budgets.
- Make purposeful economic development impact that builds resilience and improves prosperity, wellness and equity of Te Tai Tokerau Northland.

- Report on achievements against strategic priorities for Investment and infrastructure, primary sector, tourism and destination management.
- Manage the organisation to meet key performance measures including:
 - number of high impact projects that are implemented (reporting by regional strategic sectors)
 - number of business and landowners that, as a result of engagement, are exploring, developing, leading and delivering on change activity
 - number of destination management plan initiatives completed in partnership with stakeholders
 - client satisfaction with businesses assistance provided by Northland Inc as measured by Net Promotor Score
 - number of iwi/hapū groups and other Māori organisations, e.g. marae, land trusts, etc., actively supported
 - number of businesses and organisations supported to improve their environmental sustainability.

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 Whangārei 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 Whangārei Waste Limited. The main activity of the Partnership is to provide waste disposal facilities in the Whangārei 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 six months landfill capacity is maintained at all times.
- Achieve a minimum of 70% landfill gas destruction.

Note: Council has identified a CCO or CCTO as its preferred option for the development of Council-owned property where there are commercial or strategic opportunities. In doing so Council committed to doing more work on development opportunities prior to progressing to the preferred option. A Transition Advisory Board will be established in Year 1 of this plan to assist in this work, with any CCO or CCTO being reported in the Group Entities once created.



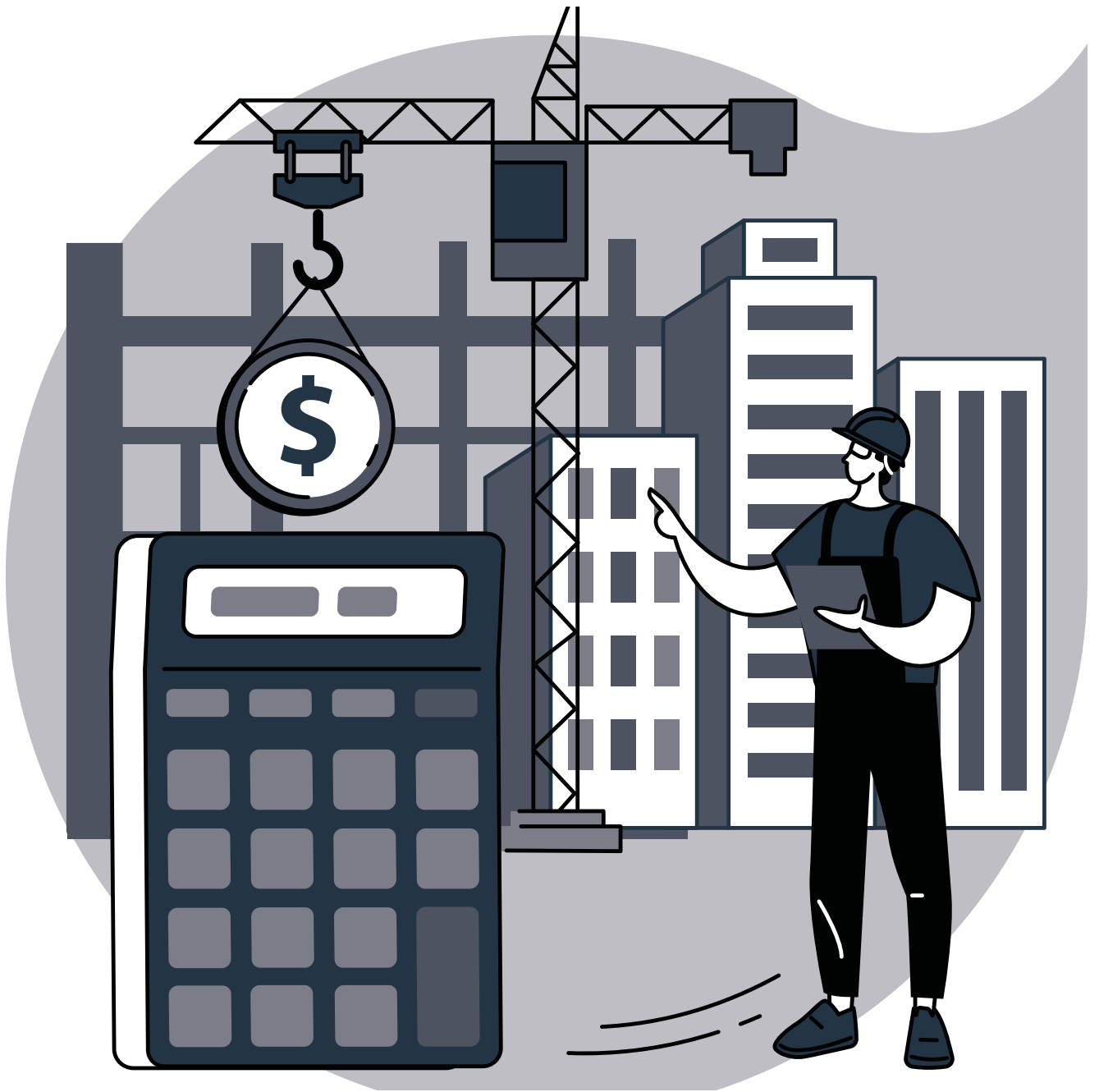
Local Government Funding Agency

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 operates 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

Transportation	
LTP Programme	Project
Local Road Improvements	Intersection Improvements
	Road Improvements
	Safety Improvements
Local Road Renewals	Bridge and Structural Renewals
	Drainage Renewals
	Sealed Road Rehabilitation
	Sealed Road Resurfacing
	Structures Component Replacement
	Traffic Services Renewals
	Unsealed Road Metalling
Northern Growth Area	Springs Flat
Public Transport Services	Public Transport Improvements
Transport Choices (externally funded)	Bike and public transport facilities
	Shared Pathways Improvements
Transportation Investment Management	Transport Planning
Transportation Non- subsidised programme	City Centre Carpark Building – Unsubsidised
	City Centre Revitalisation – Unsubsidised
	Cycleways – Unsubsidised
	Parking Improvements – Unsubsidised
	Seal Extensions – Unsubsidised
	Structures – Unsubsidised
	Subdivision Works
	Traffic Services Renewals – Unsubsidised
	Walking Facilities

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
175	620	420	17,323	6,375
1,599	2,171	2,785	4,048	5,789
6,096	8,852	7,562	40,619	35,925
3,725	4,077	4,171	11,890	17,002
1,881	2,524	2,582	7,454	10,659
4,611	4,986	5,957	16,791	24,010
6,963	10,642	10,703	30,708	43,910
2,025	2,845	2,911	8,298	11,865
1,304	1,332	1,363	4,274	6,112
3,362	3,436	3,515	11,021	15,760
10,479	10,516	-	-	-
51	-	-	-	4,824
3,748	-	-	-	-
4,371	-	-	-	-
175	21	11	228	84
-	105	-	11,365	-
566	1,251	1,076	23,235	2,928
566	289	430	-	2,832
922	421	430	1,012	1,447
2,558	2,629	-	-	-
329	463	473	1,349	1,930
51	53	54	169	241
252	258	264	978	1,399
257	263	269	843	1,206

LTP Programme	Project
Walking and Cycling Improvements	Cycleways
	Walking Facilities
Transportation Total	
Parks and Recreation	
Active Recreation and Sport	Playground Improvements
	Playground Renewal
	Skateparks Improvements
	Sportsfield & Facilities Improvements
	Sportsfield & Facilities Renewals
	Walkway & Track Renewal
Arts Culture and Heritage Strategy	Interpretation Information
	Public Art
Blue/Green Network Strategy	Raumanga Corridor Improvements
	Waiarohia Corridor Improvements
Cemetery Strategy	Cemeteries Improvements
	Cemeteries Renewals
	Furniture & Equipment Purchases
Community Placemaking	Community Led Development
	Neighbourhood Park & Public Gardens Improvements
	Transition to Sustainable Economy
Indoor and Outdoor Courts Strategy	Hard Courts Improvements
	Indoor Court Development
Marine Strategy	Recreational Structures Improvements

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
147	465	1,377	8,699	4,397
1,808	2,525	2,583	7,240	10,352
58,020	60,746	48,934	207,545	209,048
346	-	-	920	763
100	308	257	825	2,024
181	-	-	-	529
2,205	3,810	8,348	6,244	3,062
726	1,389	2,345	3,077	7,827
-	820	345	2,024	2,858
-	47	48	152	217
13	53	54	169	241
290	-	-	-	-
493	526	-	-	-
51	263	54	970	2,015
33	5	289	73	1,015
-	-	-	132	-
47	315	-	-	-
-	-	-	-	362
144	-	-	-	-
33	32	592	-	-
-	158	-	-	-
-	-	-	-	25

LTP Programme		Project
Open Space Strategy		Land Acquisition
		Neighbourhood Park & Public Gardens Improvements
		Neighbourhood Park & Public Gardens Renewal
Pohe Island Masterplan		Hihīaua Cultural Centre
		Recreational Structures Improvements
		Shared Pathways Improvements
Public Conveniences		Neighbourhood Park & Public Gardens Improvements
		Public Conveniences Improvements
Parks and Recreation Total		
Water Services		
Asset Lifecycle Management		SCADA Improvements
		Water Reservoir Renewals
		Water Reticulation Improvements
		Water Reticulation Renewals
		WTP Improvements
		WTP Renewals
		WTP Improvements
Network Expansion		Land Acquisition
		Water Reservoir Improvements
		Water Reticulation Improvements
		WTP Improvements

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
-	-	-	1,689	-
1,045	47	8	102	326
919	1,408	1,200	3,764	5,383
-	-	-	-	369
-	-	-	115	896
103	526	-	-	-
-	-	-	-	239
1,029	1,052	1,076	-	657
7,759	10,758	14,616	20,256	28,807
-	-	-	-	2,724
103	107	110	681	4,269
1,029	-	-	-	4,868
6,329	4,837	6,724	25,410	33,781
-	526	323	-	-
823	841	1,076	4,680	4,529
103	-	-	484	-
-	-	-	-	728
3,274	2,103	323	1,101	937
481	1,830	331	5,157	965
-	-	-	-	2,309

LTP Programme	Project
Water Quality	Water Pump Station Improvements
	Water Reservoir Improvements
	Water Reservoir Renewals
	Water Reticulation Improvements
	Water Reticulation Renewals
	WTP Improvements
	WTP Renewals
	WTP Improvements
Water Total	
Wastewater	
Air Quality	Kioreroa Wastewater Treatment Plant
	Wastewater Reticulation Improvements
Asset Lifecycle Management	Laboratory Facilities & Equipment
	Wastewater Reticulation Renewals
	Wastewater Treatment Plant Improvements
	Wastewater Treatment Plant Renewals
	Wastewater Reticulation Improvements
Catchment Management	Modelling
	Wastewater Reticulation Improvements
Network Expansion	Wastewater Reticulation Improvements
Sustainability	Wastewater Treatment Plant Improvements
	Wastewater Reticulation Improvements

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
531	1,052	2,152	-	-
4,116	892	-	-	-
-	315	-	5,575	-
-	1,052	597	793	4,076
195	1,977	2,690	3,302	-
550	8,413	24,743	22,058	-
51	526	538	550	620
1,418	-	-	1,651	-
19,003	24,471	39,605	71,442	59,805
5,688	1,383	-	-	-
21	21	22	67	96
41	21	22	67	516
2,058	2,208	3,443	15,518	25,843
957	2,750	1,614	-	-
720	1,367	1,614	5,740	9,901
4,116	3,575	-	-	-
206	210	-	-	492
585	2,314	3,260	6,353	7,236
-	-	-	3,362	1,757
206	-	-	-	-
206	526	1,076	-	-

LTP Programme	Project
Wastewater Quality	Kioreroa Wastewater Treatment Plant
	Resource Consents Renewals
	Ruakākā Wastewater Treatment Plant
	Wastewater Reticulation Renewals
	Wastewater Treatment Plant Improvements
	Wastewater Reticulation Improvements
Wastewater Total	
Stormwater	
Asset Lifecycle Management	Stormwater Reticulation Renewals
Better Off Funding	Catchment Management Plans & Assessments
Catchment Management	Flood Mitigation Improvements
	Stormwater Reticulation Improvements
City Centre Strategy	Flood Mitigation Renewals
Northern Growth Area	Stormwater Reticulation Improvements
Water Quality	Resource Consents Renewals
	Stormwater Reticulation Improvements
Stormwater Total	
Coastal Systems and Flood Management	
Better Off Funding	Transition to Sustainable Economy
Blue/Green Network Strategy	Flood Mitigation Improvements
	Raumanga Corridor Improvements
	Waiarohia Corridor Improvements
	Hātea Corridor Improvements

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
309	-	108	8,434	2,928
473	589	118	350	492
1,338	4,732	11,834	70,367	5,857
-	-	108	440	-
-	273	-	-	-
427	-	-	-	-
17,350	19,970	23,216	110,699	55,117
2,058	2,208	2,259	7,084	9,510
215	-	-	-	-
3,581	242	247	439	627
257	263	269	843	293
-	-	-	-	605
309	1,683	2,690	1,687	2,412
154	210	215	334	241
841	105	108	1,012	1,447
7,415	4,711	5,788	11,399	15,135
415	263	269	-	-
-	-	-	2,208	662
183	-	-	-	542
153	-	134	6,178	3,277
-	-	-	-	369

LTP Programme	Project
Marine Strategy	Coastal Structures Improvements
	Coastal Structures Renewal
	Environmental Restoration
Coastal Systems and Flood Management Total	
Flood Protection	
Asset Lifecycle Management	Flood Mitigation Renewals
	Pump Stations Renewals
Environmental Restoration	Flow Controls
	Riparian Margins
Hikurangi Repo Flood Protection Scheme	
Solid Waste	
Waste Minimisation Strategy	Transfer Station Renewals
Solid Waste Total	
Community Facilities and Services	
Active Recreation and Sport	Northland Events Centre Renewals
Asset Lifecycle Management	Building Development
	Building Renewals
	Fleet
	Furniture & Equipment Purchases
	IT Equipment
	Library Resources
	Community Halls Renewals
	Community Building Renewals
	Community Building Improvements
	CCTV Network Renewals

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
1,225	63	-	135	183
241	447	1,519	942	2,733
-	-	-	897	-
2,216	773	1,923	10,360	7,767
374	421	430	890	-
414	421	215	266	2,154
206	-	-	855	176
-	-	269	643	-
994	841	914	2,654	2,329
28	100	34	65	455
28	100	34	65	455
617	6,026	5,379	-	-
517	-	-	-	-
86	201	124	264	-
-	-	-	-	478
187	199	279	637	891
93	95	97	204	292
761	778	818	2,024	2,894
-	-	138	149	-
-	-	42	275	-
3,917	-	-	-	-
172	175	179	562	804

LTP Programme	Project
Better Off Funding	Enable Housing Development & Growth
	Improve Community Wellbeing & Placemaking
Civil Defence & Emergency Management	CDEM equipment
	Tsunami Systems
Community Placemaking	Community Led Development
Housing Strategy	Pensioner Housing
Knowledge Hub	Forum North Redevelopment
	Lyric Theatre
Network Expansion	CCTV Network Improvements
Community Facilities and Services Total	
Planning and Regulatory Services	
Asset Lifecycle Management	Animal Shelter
Planning and Regulatory Service Total	
Governance and Strategy	
Better Off Funding	BOF Programme Delivery
	Onerahi Airport Development
Commercial Property Investment	Building Development
	Investment Property Acquisitions
	New Airport Development
	Onerahi Airport Development
	Transmission Mast Development
Knowledge Hub	Knowledge Hub
Northern Growth Area	Northern Growth Infrastructure Master Plan
Governance and Strategy Total	

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
77	79	-	-	-
3,602	-	-	-	-
202	36	7	13	57
1,550	4	25	38	56
448	268	286	299	39
800	2,629	2,757	1,898	2,714
-	-	6,186	5,503	-
-	131	-	3,352	3,906
123	-	-	-	-
13,152	10,622	16,317	15,220	12,132
1,871	-	-	-	-
1,871	-	-	-	-
180	184	188	-	-
82	-	-	-	-
1,603	1,025	-	-	-
1,688	-	-	-	-
936	946	538	4,450	-
782	195	167	2,103	609
628	-	-	1,329	-
103	394	403	-	-
150	-	-	-	-
6,152	2,745	1,296	7,882	609

LTP Programme	Project
Support Services	
Asset Lifecycle Management	Furniture & Equipment Purchases
	Health and Safety Resources
	Fleet Renewals
	User Support Renewals
Productivity Solutions	M365 Applications
Digital Customer Experience	Open Cities/GIS
Applications New & Upgrades	Applications
Digital Infrastructure – Systems and Hardware	Systems Engineering
Support Services Total	
Projects Total	

000's				
Yr 1 2024-25	Yr 2 2025-26	Yr 3 2026-27	Yrs 4-6 2027-30	Yrs 7-10 2030-34
11	12	12	75	107
11	12	12	75	107
234	240	245	769	1,099
270	631	645	1,468	2,233
510	300	258	675	965
910	1,245	754	1,569	1,929
1,640	717	538	1,350	1,930
951	263	269	843	1,206
4,536	3,418	2,733	6,823	9,576
138,494	139,154	155,375	464,345	400,781





Financial information

Te pārongo ahumoni

Forecast financial statements

Whangarei District Council Prospective Statement of Comprehensive Revenue and Expenditure

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Revenue				
Rates	128,449	145,858	165,696	183,794
Development and other contributions	7,078	7,078	6,962	6,962
Subsidies and grants	55,527	52,939	39,536	36,854
Fees and charges	18,085	19,189	19,611	20,061
Interest revenue	1,835	2,234	1,622	1,461
Other revenue	19,680	22,952	23,185	24,020
Total revenue	230,654	250,250	256,612	273,152
Expenses				
Other expenditure	97,751	107,136	104,142	102,694
Depreciation and amortisation	60,437	69,020	72,675	75,365
Finance costs	10,631	13,210	14,400	15,746
Personnel costs	36,029	39,617	41,007	42,489
Total expenses	204,848	228,983	232,224	236,294
Surplus / (deficit) before taxation	25,806	21,267	24,388	36,858
Taxation charge	706	393	341	449
Surplus / (deficit) after taxation	25,100	20,874	24,047	36,409
Other comprehensive revenue and expenses				
Gain / (loss) on infrastructure asset revaluation	50,284	30,535	24,899	123,645
Gain / (loss) on other asset revaluations	-	-	-	7,599
Total comprehensive income	75,384	51,409	48,946	167,653

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
198,094	209,100	220,498	232,346	244,846	257,823	271,510
7,489	7,489	7,489	8,032	8,032	8,032	8,587
40,407	49,225	41,912	40,674	42,331	36,999	38,750
20,522	20,974	21,414	21,843	22,279	22,702	23,133
1,306	1,152	1,151	1,142	855	797	797
24,174	25,919	26,040	27,288	27,493	28,240	28,623
291,992	313,859	318,504	331,325	345,836	354,593	371,400
102,889	106,446	108,355	109,056	111,295	113,848	115,766
80,771	83,452	88,818	94,296	100,680	101,918	106,966
18,276	21,381	23,668	23,465	22,477	19,662	16,145
44,024	45,567	47,118	48,678	50,287	51,900	53,564
245,960	256,846	267,959	275,495	284,739	287,328	292,441
46,032	57,013	50,545	55,830	61,097	67,265	78,959
365	727	638	876	839	930	918
45,667	56,286	49,907	54,954	60,258	66,335	78,041
28,473	29,093	128,454	28,886	30,048	133,829	30,888
-	-	-	-	5,679	-	-
74,140	85,379	178,361	83,840	95,985	200,164	108,929

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

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Opening balance as at 1 July*	2,141,744	2,363,054	2,414,463	2,463,409
Total comprehensive revenue and expense	75,384	51,409	48,946	167,653
Adjustments and contributions to net assets/ equity	-	-	-	-
Total recognised net assets/equity as at 30 June	2,217,128	2,414,463	2,463,409	2,631,062

* The opening balance for LTP Year 1 is taken from a revised forecast for 2023-24

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
2,631,062	2,705,202	2,790,581	2,968,942	3,052,782	3,148,767	3,348,931
74,140	85,379	178,361	83,840	95,985	200,164	108,929
-	-	-	-	-	-	-
2,705,202	2,790,581	2,968,942	3,052,782	3,148,767	3,348,931	3,457,860

Whangarei District Council Prospective Statement of Financial Position

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Assets				
Current assets				
Cash and cash equivalents	31,011	30,797	30,634	30,808
Debtors and receivables	27,782	34,912	35,957	38,419
Derivative financial instruments	-	179	179	179
Other financial assets	461	382	382	382
Other current assets	1,309	1,777	1,777	1,777
Assets held for sale	-	-	-	-
Total current assets	60,563	68,047	68,929	71,565
Non current assets				
Derivative financial assets	6,011	9,465	9,465	9,465
Other financial assets				
- Investments held in joint ventures and subsidiaries	11,129	16,333	16,967	17,357
- Investments held in other entities	4,303	8,258	8,258	8,258
Other non current assets	7,809	6,631	6,058	5,489
Property plant and equipment	2,320,715	2,530,176	2,612,045	2,816,077
Intangible assets	12,858	10,277	10,335	10,187
Forestry assets	854	854	854	854
Investment properties	100,940	100,415	101,441	101,441
Total non current assets	2,464,619	2,682,409	2,765,423	2,969,128
Total assets	2,525,182	2,750,456	2,834,352	3,040,693

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
31,110	31,596	31,052	30,600	30,388	29,807	29,134
41,341	44,486	45,188	46,984	49,248	50,500	53,047
179	179	179	179	179	179	179
382	382	382	382	382	382	382
1,204	1,204	1,204	6,693	1,204	1,204	1,204
-	-	-	-	-	-	-
74,216	77,847	78,005	84,838	81,401	82,072	83,946
9,465	9,465	9,465	9,465	9,465	9,465	9,465
19,099	19,316	19,005	20,229	21,523	22,846	23,935
8,258	8,258	8,258	8,258	8,258	8,258	8,258
5,489	5,489	5,489	-	-	-	-
2,949,817	3,068,406	3,244,844	3,299,998	3,349,544	3,485,924	3,520,027
10,404	10,602	10,647	10,677	8,843	8,219	8,012
854	854	854	854	854	854	854
104,109	106,359	106,359	106,359	106,359	106,359	106,359
3,107,495	3,228,749	3,404,921	3,455,840	3,504,846	3,641,925	3,676,910
3,181,711	3,306,596	3,482,926	3,540,678	3,586,247	3,723,997	3,760,856

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Liabilities				
Current liabilities				
Payables and deferred revenue	40,977	40,996	40,848	42,285
Tax provision	706	392	341	449
Derivative financial instruments	-	-	-	-
Current borrowings	30,000	28,000	59,000	53,000
Employee benefits liabilities	3,957	4,422	4,578	4,742
Provisions	64	50	63	53
Total current liabilities	75,704	73,860	104,830	100,529
Non current liabilities				
Derivative financial instruments	687	-	-	-
Non-current borrowings	230,000	261,000	265,000	308,000
Employee benefits liabilities	576	588	609	630
Provisions	480	437	396	364
Payables and deferred revenue	607	108	108	108
Total non current liabilities	232,350	262,133	266,113	309,102
Total liabilities	308,054	335,993	370,943	409,631
Net assets	2,217,128	2,414,463	2,463,409	2,631,062
Equity				
Retained earnings	1,064,414	1,081,556	1,119,711	1,160,558
Other reserves	92,066	97,736	83,628	79,190
Asset revaluation reserve	1,060,648	1,235,171	1,260,070	1,391,314
Total equity attributable to Council	2,217,128	2,414,463	2,463,409	2,631,062

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
46,086	45,089	41,991	40,525	39,992	39,340	40,129
365	727	639	876	839	930	918
-	-	-	-	-	-	-
71,000	39,000	30,000	30,000	30,000	30,000	30,000
4,913	5,085	5,257	5,431	5,610	5,790	5,975
70	55	67	58	63	60	72
122,434	89,956	77,954	76,890	76,504	76,120	77,094
-	-	-	-	-	-	-
353,000	425,000	435,000	410,000	360,000	298,000	225,000
653	676	699	722	746	770	794
314	275	223	176	122	68	-
108	108	108	108	108	108	108
354,075	426,059	436,030	411,006	360,976	298,946	225,902
476,509	516,015	513,984	487,896	437,480	375,066	302,996
2,705,202	2,790,581	2,968,942	3,052,782	3,148,767	3,348,931	3,457,860
1,225,566	1,300,109	1,346,677	1,395,673	1,439,749	1,489,504	1,547,192
59,849	41,593	44,932	50,890	67,072	83,652	104,005
1,419,787	1,448,879	1,577,333	1,606,219	1,641,946	1,775,775	1,806,663
2,705,202	2,790,581	2,968,942	3,052,782	3,148,767	3,348,931	3,457,860

Whangarei District Council Prospective Statement of Cash Flows

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Cash flows from operating activities				
Receipts from rate revenue	129,666	143,666	165,021	182,138
Subsidies and grants received	56,053	52,143	39,374	36,522
Other revenue including development contributions	17,097	17,284	18,321	18,954
Fees and charges received	18,256	18,901	19,531	19,881
Interest received	1,853	2,201	1,616	1,448
Dividends received	36	51	53	54
Payments to suppliers and employees	(136,317)	(147,227)	(144,942)	(144,218)
Interest paid	(10,631)	(13,210)	(14,400)	(15,746)
Net cash flow from operating activities	76,013	73,809	84,574	99,033
Cash flows from investing activities				
Proceeds from fixed assets	-	-	-	-
Receipts from investments and loans	1,905	167	-	-
Purchase and development of fixed assets	(108,118)	(118,977)	(119,737)	(135,859)
Purchase of investments and loans provided	(6,094)	(224)	-	-
Net cash flow from investing activities	(112,307)	(119,034)	(119,737)	(135,859)

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
196,111	207,005	220,012	231,086	243,243	256,913	269,647
40,003	48,732	41,820	40,454	42,054	36,868	38,485
19,631	20,808	21,753	21,356	21,498	21,780	22,888
20,317	20,764	21,367	21,724	22,133	22,622	22,974
1,293	1,141	1,148	1,136	849	794	791
55	56	57	59	60	61	62
(144,766)	(152,989)	(157,627)	(159,153)	(162,628)	(166,886)	(169,782)
(18,276)	(21,381)	(23,668)	(23,465)	(22,477)	(19,662)	(16,145)
114,368	124,136	124,862	133,197	144,732	152,490	168,920
-	-	-	-	-	-	-
-	-	-	-	5,489	-	-
(177,066)	(163,650)	(126,406)	(108,649)	(100,433)	(91,071)	(96,593)
-	-	-	-	-	-	-
(177,066)	(163,650)	(126,406)	(108,649)	(94,944)	(91,071)	(96,593)

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Cash flows from financing activities				
Proceeds from borrowings	29,000	24,000	35,000	37,000
Loan repayments received	-	-	-	-
Repayment of borrowings	-	-	-	-
Loans granted	-	-	-	-
Net cash flow from financing activities	29,000	24,000	35,000	37,000
Net increase/(decrease) in cash, cash equivalents and bank overdrafts	(7,294)	(21,225)	(163)	174
Cash, cash equivalents and bank overdrafts at the beginning of the year*	38,305	*52,022	30,797	30,634
Cash, cash equivalents and bank overdrafts at the end of the year	31,011	30,797	30,634	30,808

* The amount at the beginning of the LTP Year 1 is taken from a revised forecast for 2023-24

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
63,000	40,000	1,000	-	-	-	-
-	-	-	-	-	-	-
-	-	-	(25,000)	(50,000)	(62,000)	(73,000)
-	-	-	-	-	-	-
63,000	40,000	1,000	(25,000)	(50,000)	(62,000)	(73,000)
302	486	(544)	(452)	(212)	(581)	(673)
30,808	31,110	31,596	31,052	30,600	30,388	29,807
31,110	31,596	31,052	30,600	30,388	29,807	29,134

Reserves

Asset Revaluation Reserve	
Total Asset Revaluation Reserve	
Activity	
Trust Funds	Bequests held for specific purposes
Parks and Recreation	Community Development Fund 1 – to provide funding for land for reserves or community facilities on Council-owned reserve land
	Rolling Ball Clock – to fund the Rolling Ball Clock maintenance
Community Facilities and services	Community Development Fund 2 – to provide funding for community facilities on non-Council reserve land
	Community Development Fund 3 – to provide funding for performing arts activities
	Art Acquisitions – to fund acquisition of artworks
	Clock Purchases – to fund purchase of clocks for the Claphams Clocks Museum
	Leonard Library Reserve – bequest for the purchase of library books
Governance and Strategy	Property Reinvestment Reserve – to fund property purchases for a commercial return
General reserve	To fund operational grants committed but not paid and capital grants received but not spent
Solid Waste	Waste minimisation – to fund spend on waste minimisation
Water	To hold any surpluses for future funding of water activities
Flood Protection – Hikurangi	To hold any surpluses for future funding of flood protection activities
Stormwater	To hold any surpluses for future funding of stormwater activities
Wastewater	To hold any surpluses for future funding of wastewater activities
Total Reserves and Special Funds	

\$000			
Estimated Opening balance 1 July 2024	Transfers in	Transfers out	Estimated Closing balance 30 June 2024
1,204,636	602,027	-	1,806,663
1,204,636	602,027	-	1,806,663
30	-	-	30
4,247	475	4,284	438
3	-	-	3
7,824	2,559	-	10,383
290	100	-	390
2	-	-	2
52	-	-	52
215	-	-	215
21,681	3,997	3,974	21,704
3,382	-	3,007	375
2,351	15,204	-	17,555
29,985	-	29,985	-
179	-	179	-
-	1,677	-	1,677
37,780	55,172	41,771	51,181
108,021	79,184	83,200	104,005

Depreciation and amortisation by group of activities

	Annual Plan 2023-24	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27
Transportation	26,082	27,220	28,717	30,605
Water	7,773	10,286	10,779	11,063
Solid Waste	234	313	313	313
Wastewater	9,073	10,780	11,052	11,269
Stormwater	4,042	4,925	5,094	5,227
Flood Protection	377	635	636	640
Parks and Recreation	4,594	5,587	5,802	6,122
Coastal Systems and Flood Management*	-	374	400	402
Community Facilities and Services	4,124	4,173	4,542	4,576
Planning and Regulatory services	72	69	69	69
Governance and Strategy	83	78	78	78
Support Services	3,983	4,580	5,193	5,001
Total depreciation and amortisation	60,437	69,020	72,675	75,365

* Coastal Systems and Flood Management is a new activity in the 2024-34 LTP. Further details on this activity are on page 84.

\$000						
Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
31,906	33,438	35,632	37,401	38,771	40,301	42,082
12,141	12,475	14,212	15,352	15,577	15,677	16,812
336	336	336	358	358	358	379
12,306	12,460	13,284	14,284	16,711	16,837	17,972
5,779	5,901	6,023	6,544	6,670	6,796	7,330
780	781	781	910	910	910	1,034
6,745	6,959	7,078	7,646	7,686	7,849	8,450
434	488	635	849	885	894	962
5,737	6,143	6,165	6,182	6,394	6,737	6,751
69	69	69	69	69	69	69
78	78	78	78	78	78	78
4,460	4,324	4,525	4,623	6,571	5,412	5,047
80,771	83,452	88,818	94,296	100,680	101,918	106,966

Long Term Plan disclosure statement

For period commencing 1 July 2024

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.

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

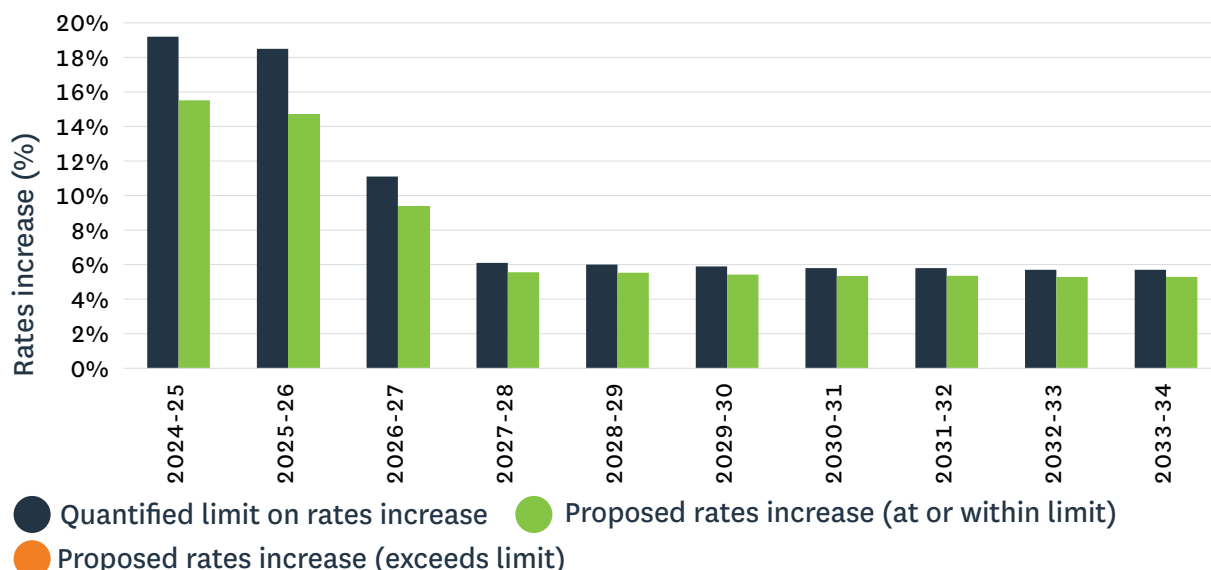
Council meets the rates affordability benchmark if its planned rates increases equal or are less than the quantified limit on rates increases.

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 long-term plan.

The quantified limit is that the rates increase should not exceed:

- Year 1 – LGCI plus 15% plus 1.3% growth
- Year 2 – LGCI plus 15% plus 1.3% growth (includes new funding for a Stormwater targeted rate)
- Year 3 – LGCI plus 7.5% plus 1.3% growth
- Years 4 to 10 – LGCI plus 2.5% plus 1.3% growth.



This benchmark is measured using total rates revenue including general rates, UAGC, and targeted rates excluding water.

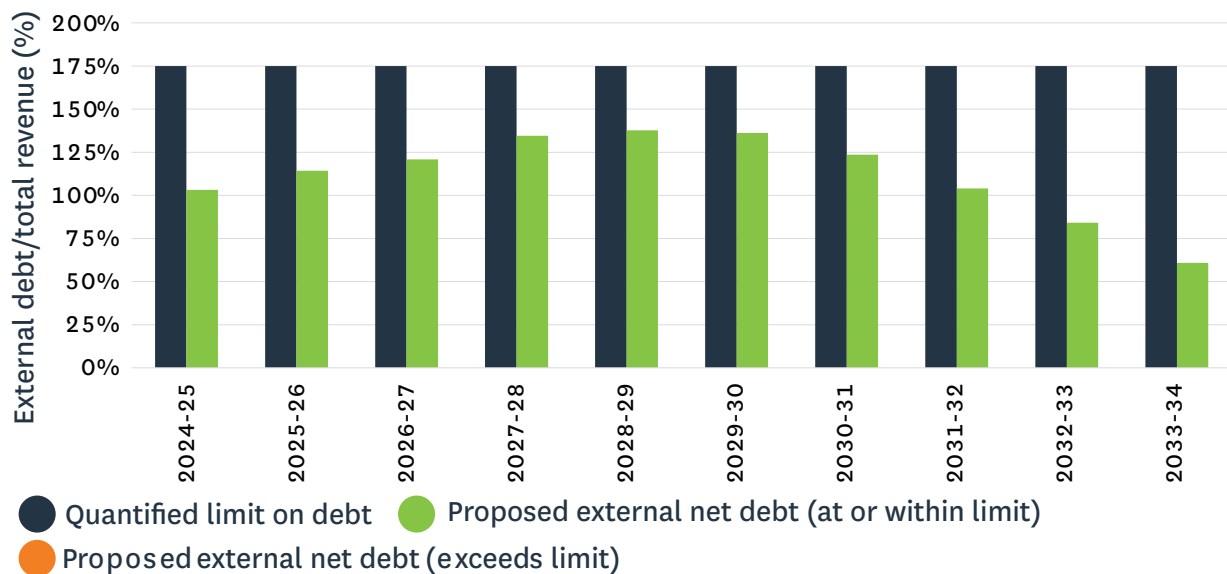
This benchmark includes a 1.3% growth increase. Council's budgeted rates revenue is increased each year to reflect the natural growth in the rating database, i.e. as our population grows.

Debt affordability benchmark

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

External debt

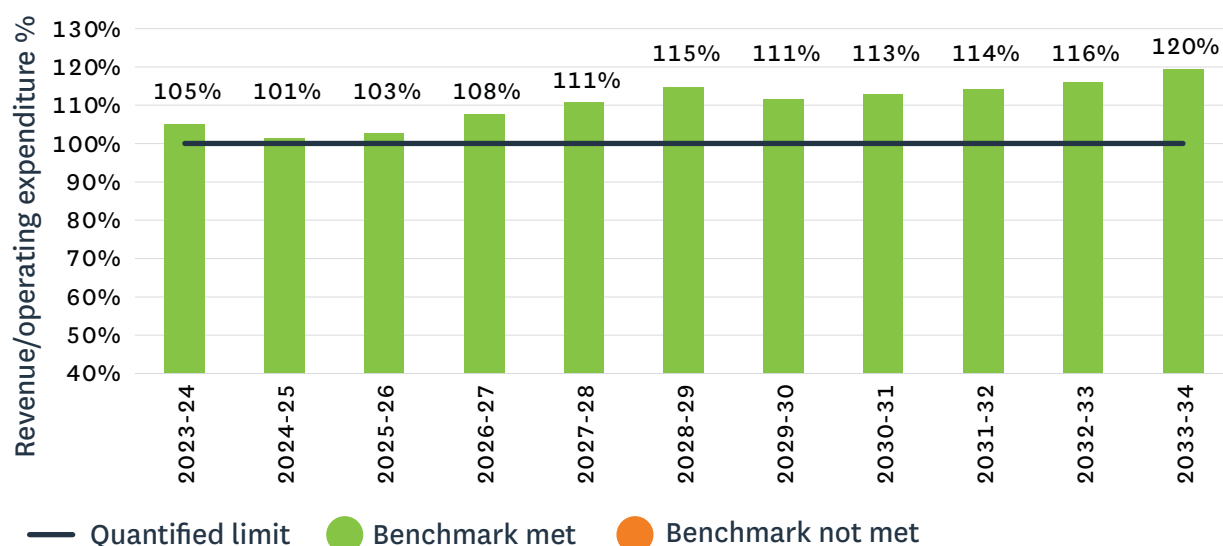
The following graph compares Council's planned debt with a quantified limit on borrowing contained in the financial strategy included in this long-term plan. The quantified limit is that net debt be no higher than 175% of total revenue.



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).

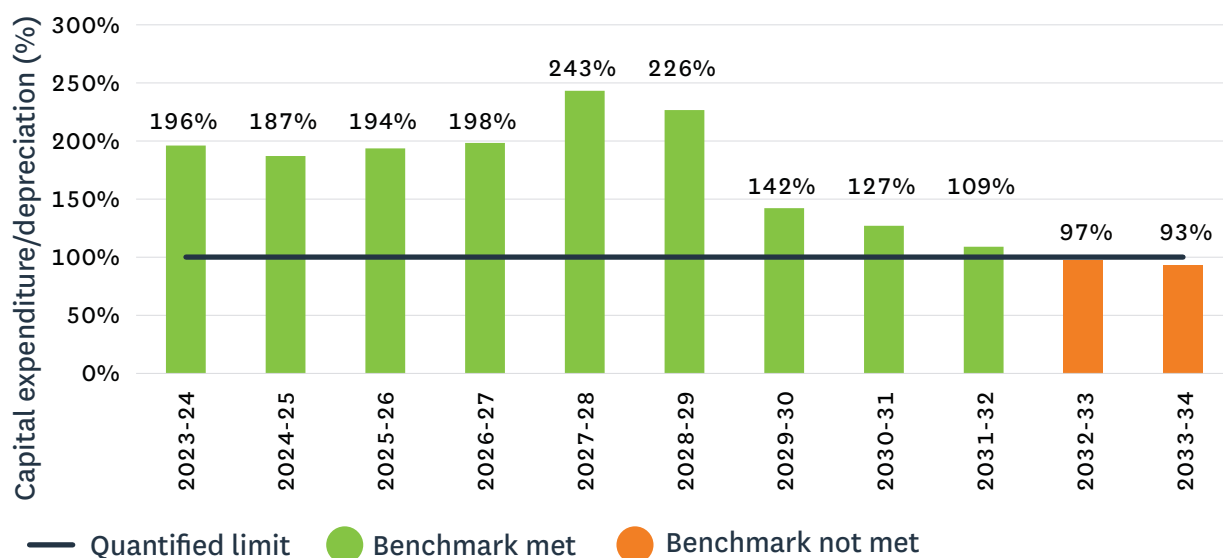
Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



Essential services benchmark

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

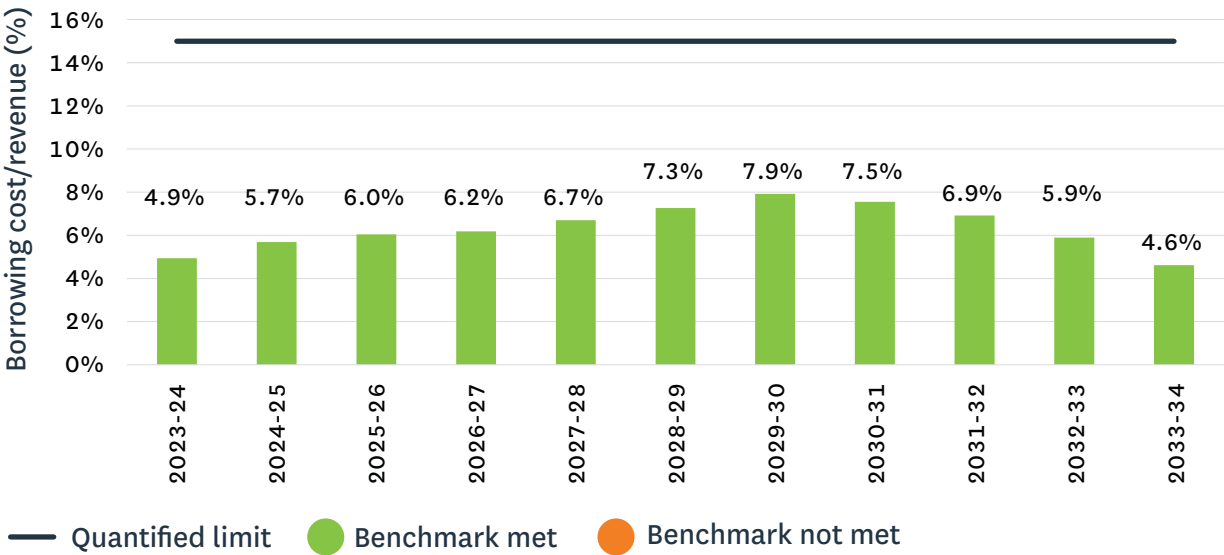


Council significantly exceed this benchmark in the first half of the 10 year plan driven by the inclusion of large capital projects in the Water and Wastewater activities in these years. Completing these projects earlier in the 10 year plan has meant that capital project spend in the last few years of the plan is lower and as a result this benchmark will not be achieved in Years 9 and 10.

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 reti



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. This statement should be read in conjunction with the Revenue and Financing Policy prepared as part of the Long Term Plan (LTP) process. The amounts stated for 2024-25 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 page 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 Long Term Plan 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 230.

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 \$821.00 (including GST) will apply per SUIP for 2024-25. This is estimated to produce \$38.1 million (including GST) for 2024-25 and equates to 32 percent of general rates revenue and 22 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 (including any vacant unit) 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 (including any vacant unit) 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 2024-25 financial year

Total general rates required for 2024-25 are \$118.2 million 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 2024-25 is:

Sector category	2024-25
Residential	67.0%
Multi-Unit	0.3%
Miscellaneous	0.2%
Rural	8.6%
Commercial and industrial	23.9%
Total	100.0%

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 2024-25 year is:

\$ (GST inclusive)					
Type of rate	Value-based general rates		Uniform Annual General Charge		Total general rates
	Basis of assessment: Per \$ of land value		Basis of assessment: Per separately used or inhabited part of a rating unit		
	Rate 2024-25	Revenue sought 2024-25	Rate 2024-25	Revenue sought 2024-25	Revenue sought 2024-25
Residential category	0.0027338	45,229,000	821.00	33,918,000	79,147,000
Multi-Unit category	0.0054676	196,000	821.00	175,000	371,000
Miscellaneous category	0.0027338	246,000	821.00	36,000	282,000

Rural	0.0039244	8,418,000	821.00	1,730,000	10,148,000
Commercial and Industrial category	0.0147841	25,963,000	821.00	2,294,000	28,257,000
Total		80,052,000		38,153,000	118,205,000

Targeted rates for the 2024-25 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 229), 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 to 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 2024-25 (GST inclusive)	Revenue sought 2024-25 (GST inclusive)
Total			29,820,000
Residential category as defined in the value-based general rates category 1	Per separately used or inhabited part of a rating unit	928.00	23,655,000
Other-non residential as defined in the value-based general rates categories 2-5	Per toilet pan or urinal	601.00	6,165,000

Water rates

The activity for which the targeted rate 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 (metered)”). 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 2024-25	Revenue sought 2024-25
Volumetric consumption charge	Volume of metered water consumed per cubic metre	3.38	18,897,000
Supply charge (metered)	Provision of service per separately used or inhabited part of a rating unit	40.00	1,135,000
Availability charge	Availability of service per separately used or inhabited part of a rating unit	40.00	6,000
Uniform charge (unmetered)	Provision of service per separately used or inhabited part of a rating unit	555.00	46,000

		\$ (GST inclusive)	
Type of rate	Basis of assessment	Rate 2024-25	Revenue sought 2024-25
Backflow preventer charge	Provision of service per connection based on the nature of connection		129,000
	15/20mm connection	94.22	N/A
	25mm connection	95.50	N/A
	32mm connection	112.98	N/A
	40mm connection	115.63	N/A
	50/60mm connection	119.96	N/A
	80/100mm connection	302.13	N/A
	150mm connection	353.69	N/A
	200/250mm connection	585.79	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 94.

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.

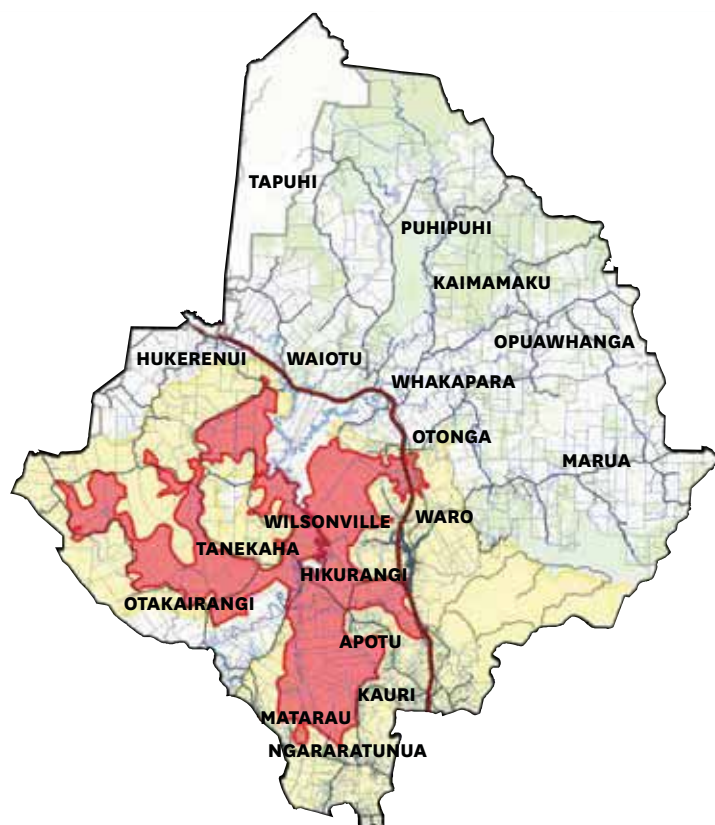
A second targeted rate applies to properties in the Hikurangi Swamp Drainage Rating District. The activity funded by this targeted rate is to defray the costs and charges of the Hikurangi Swamp draining scheme. The targeted rate applies differentially to two categories of land: class A and class F as 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.

	\$ (GST inclusive)	
BASIS OF ASSESSMENT	Rate 2024-25 (GST inclusive)	Revenue sought 2024-25(GST inclusive)
Total		1,469,000
Per hectare of land in the Hikurangi Swamp Special Rating area		1,309,000
Class A approx 2,485ha	234.12	581,000
Class B approx 1,425ha	210.70	300,000
Class C approx 1,342ha	163.87	220,000
Class D approx 1,970ha	23.40	46,000
Class E approx 1,106ha	11.71	13,000
Class F approx 32,354ha	4.68	149,000
Per hectare of land in the Hikurangi Swamp Drainage Rating District		160,000
Class A approx 5,592ha	23.69	132,000
Class F approx 12,076ha	2.37	28,000

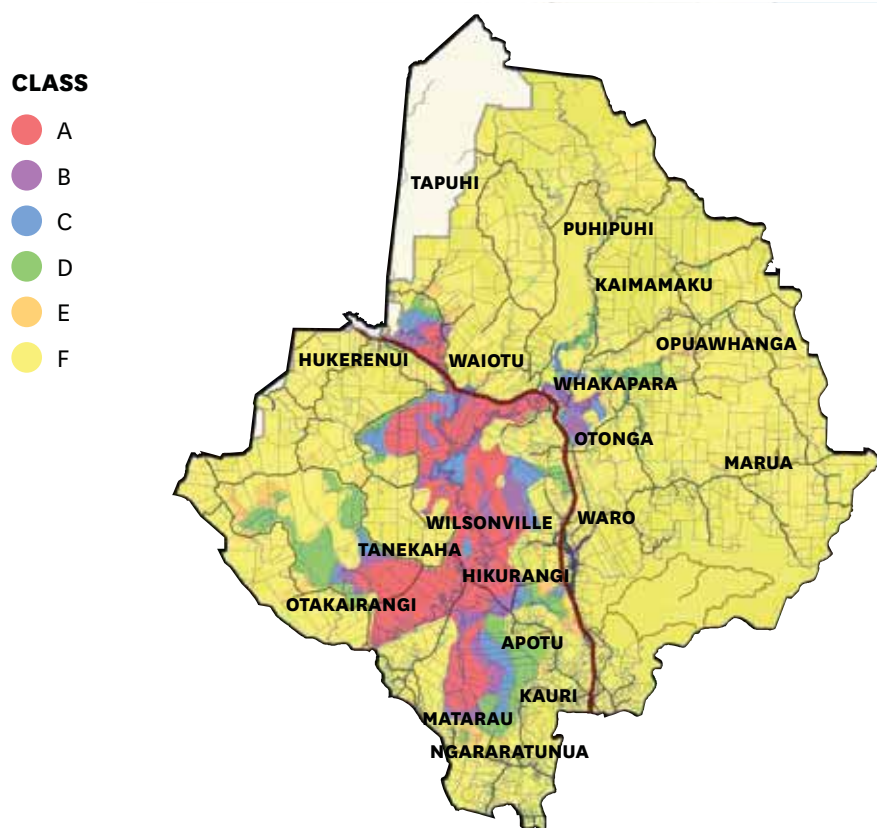
Hikurangi Drainage District

CLASS

- A
- F



Hikurangi Major Scheme



Roading seal extension rates

Council has a programme of roading seal extensions which are partially funded by ratepayers' contributions.

2021-22 was the first year of the roading seal extension programme, and rates are assessed for the rating units in the area of benefit for Attwood Road, Brooks Road, Massey Road, Nook Road and Tahumatapu Road. 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 or pay over five years. If the ratepayer chooses to pay over five years, the amount each year is \$920 GST inclusive per rating unit. The ratepayer(s) may have chosen to pay the contribution in full by 1 June 2021 or pay over five years from 1 July 2021 to 30 June 2026.

2022-23 was the second year of the roading seal extension programme, and rates are assessed for the rating units in the area of benefit for Waioitoi Road. 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 or pay over five years. If the ratepayer chooses to pay over five years, the amount each year is \$920 GST inclusive per rating unit. The ratepayer(s) may have chosen to pay the contribution in full by 1 June 2022 or pay over five years from 1 July 2022 to 30 June 2027.

2023-24 is the third year of the roading seal extension programme, and rates are assessed for the rating units in the area of benefit for Glenmohr Road. The ratepayer contribution is \$5,750 GST inclusive per rating unit in the specified location/area of benefit. The

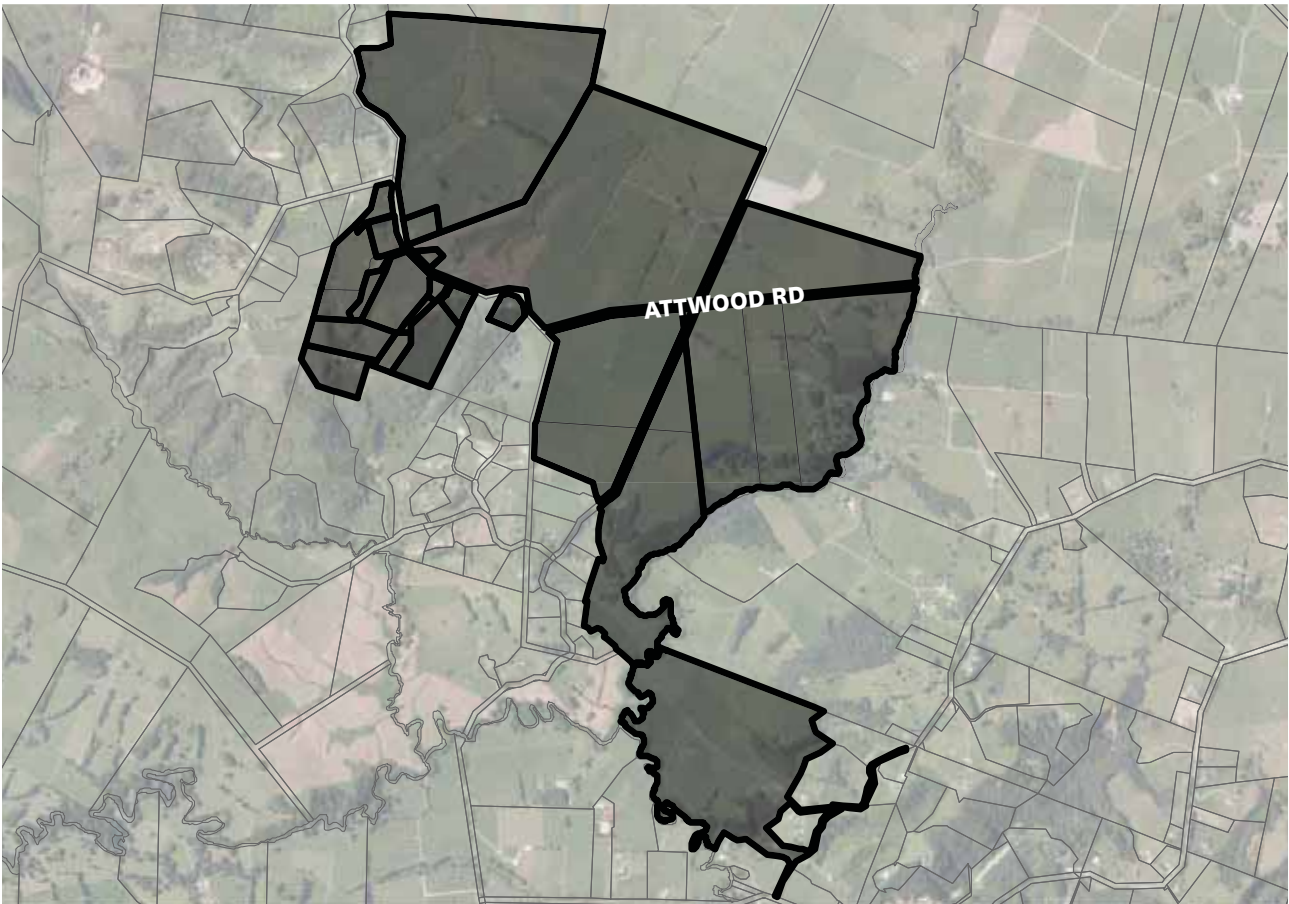
ratepayer(s) may choose to pay the contribution in full or pay over five years. If the ratepayer chooses to pay over five years, the amount each year is \$1,150 GST inclusive per rating unit. The ratepayer(s) may have chosen to pay the contribution in full by 1 June 2023 or pay over five years from 1 July 2023 to 30 June 2028.

2024-25 is the fourth year of the roading seal extension programme, and rates are assessed for the rating units in the area of benefit for Knight Road, Mountain View Road and Tudehope Road. The ratepayer contribution is \$5,750 GST inclusive per rating unit in the specified location/area of benefit. The ratepayer(s) may choose to pay the contribution in full or pay over five years. If the ratepayer chooses to pay over five years, the amount each year is \$1,150 GST inclusive per rating unit. The ratepayer(s) may have chosen to pay the contribution in full by 1 June 2024 or pay over five years from 1 July 2024 to 30 June 2029. The ratepayers in the area of benefit for Knight Road have paid the ratepayer contribution in full, and the revenue sought for 2024-25 is \$0.

The seal extension programme and rates are:

			\$ (GST inclusive)	
Road	Area of benefit	Basis of assessment	Rate 2024-25	Revenue sought 2024-25
Attwood Road	Refer map A	Per rating unit	920.00	14,000
Brooks Road	Refer map B	Per rating unit	920.00	15,000
Glenmohr Road	Refer map C	Per rating unit	1150.00	14,000
Knight Road	Refer map D	Per rating unit	1150.00	0
Massey Road	Refer map E	Per rating unit	920.00	20,000
Mountain View Road	Refer map F	Per rating unit	1150.00	15,000
Nook Road	Refer map G	Per rating unit	920.00	7,000
Tahunatapu Road	Refer map H	Per rating unit	920.00	13,000
Tudehope Road	Refer map I	Per rating unit	1150.00	28,000
Waiotoi Road	Refer map J	Per rating unit	920.00	10,000

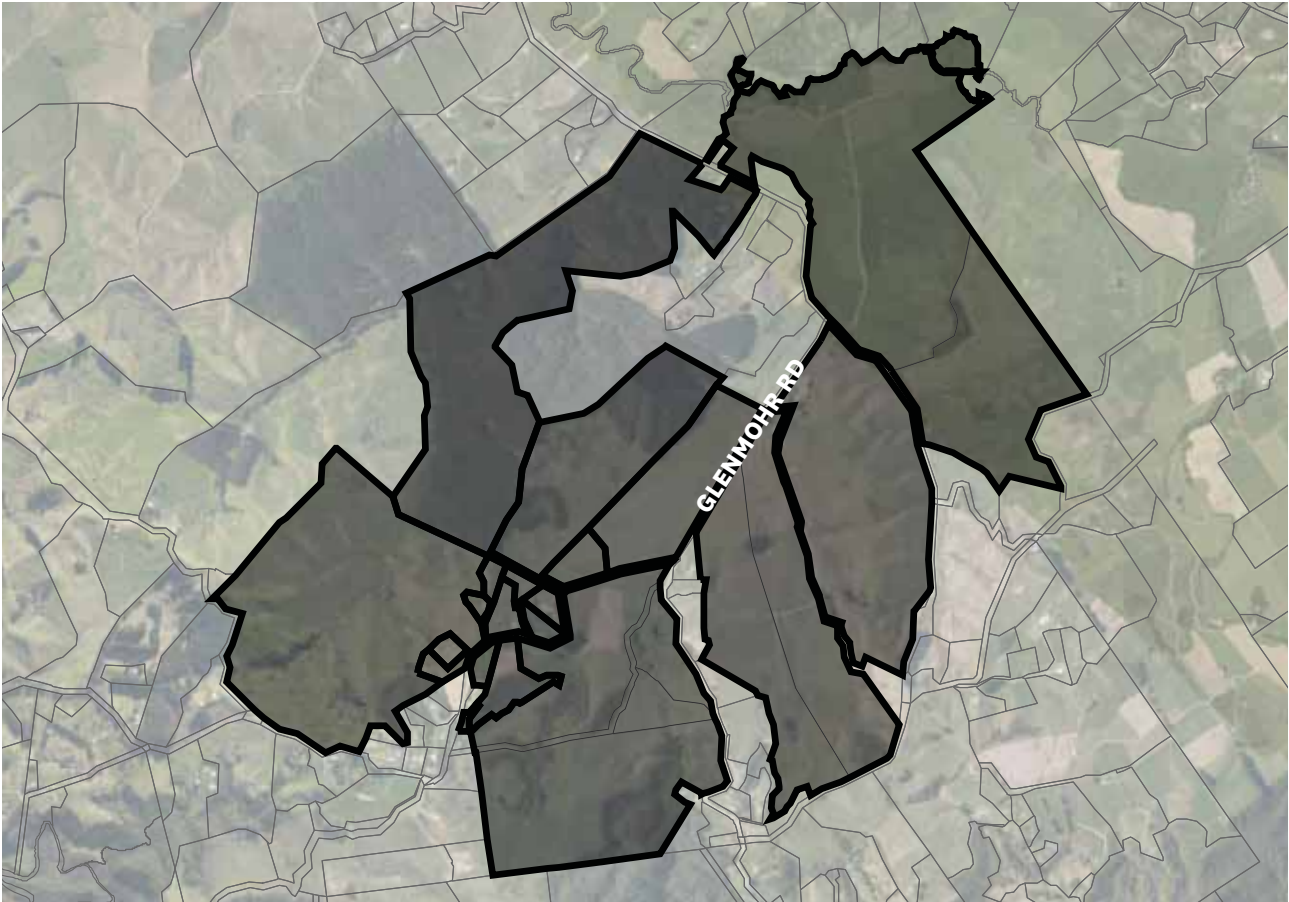
Map A: Attwood Road



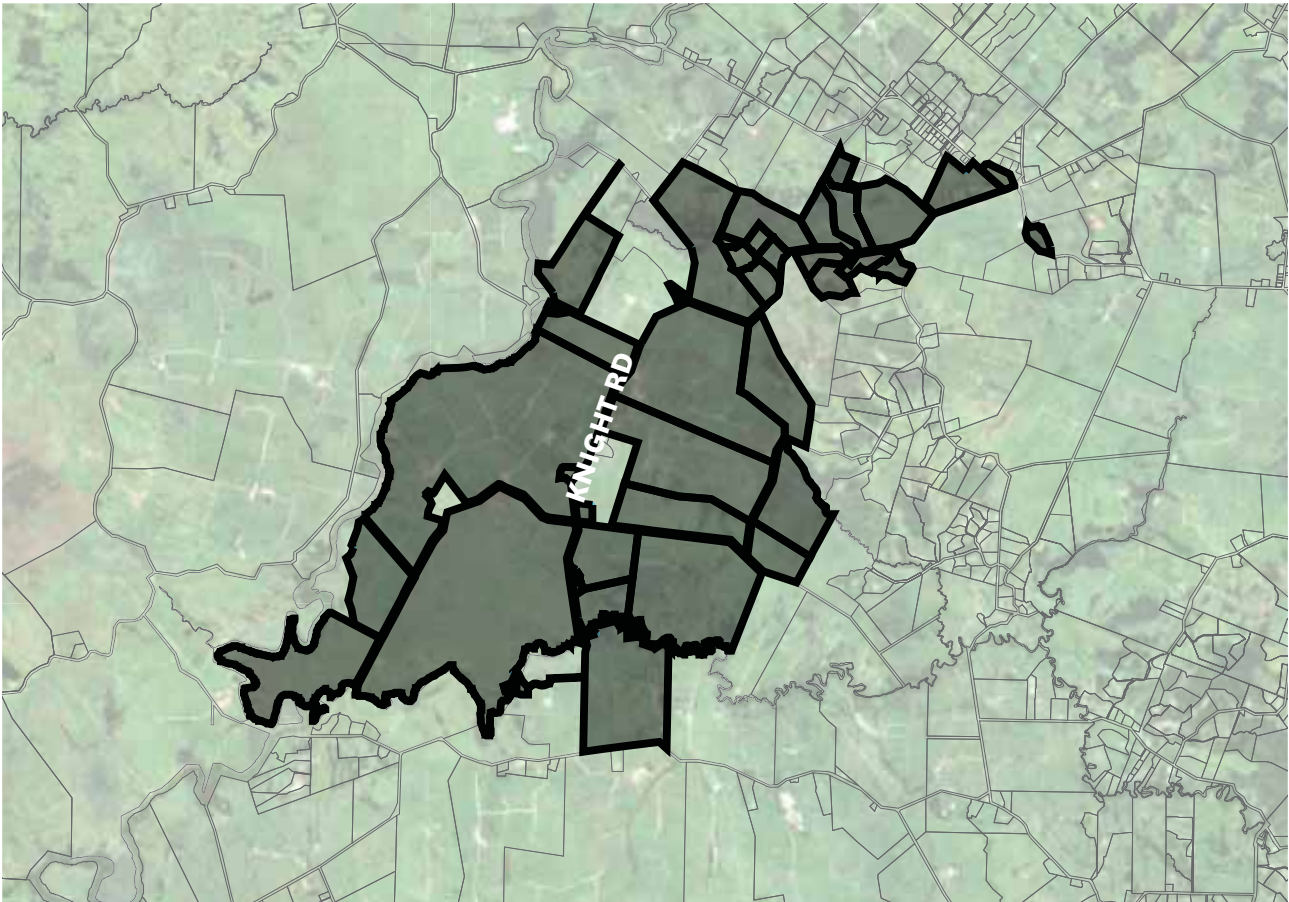
Map B: Brooks Road



Map C: Glenmohr Road



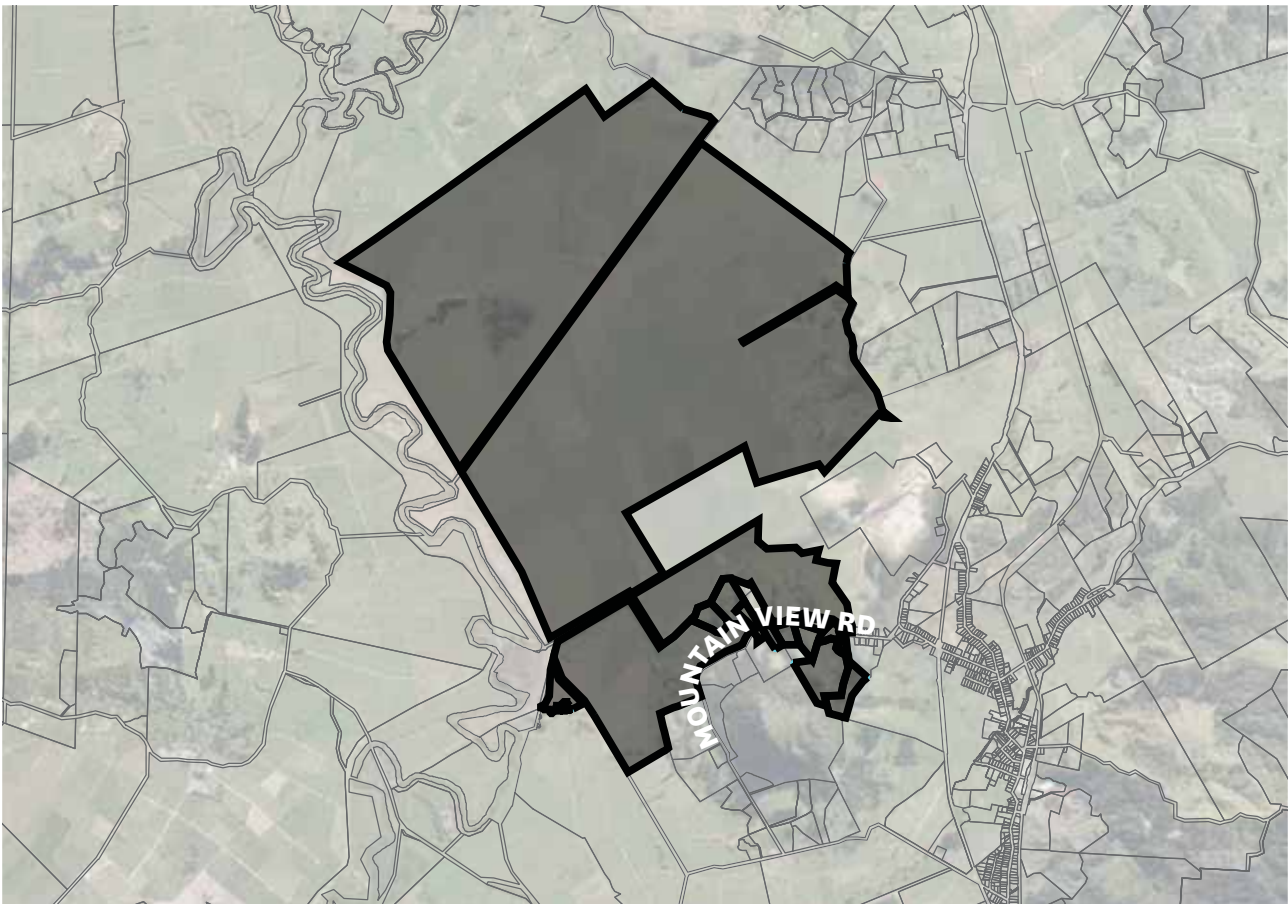
Map D: Knight Road



Map E: Massey Road



Map F: Mountain View Road



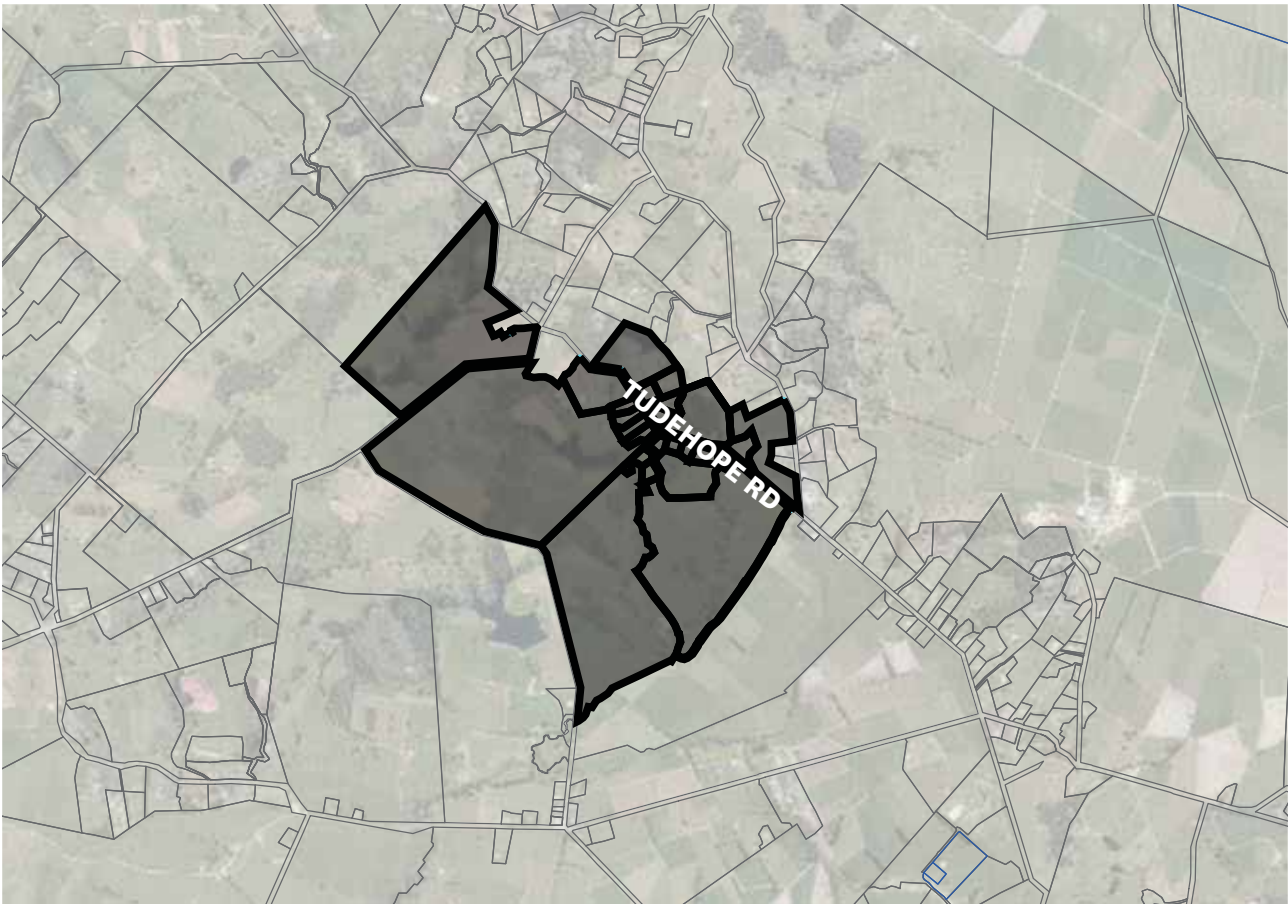
Map G: Nook Road



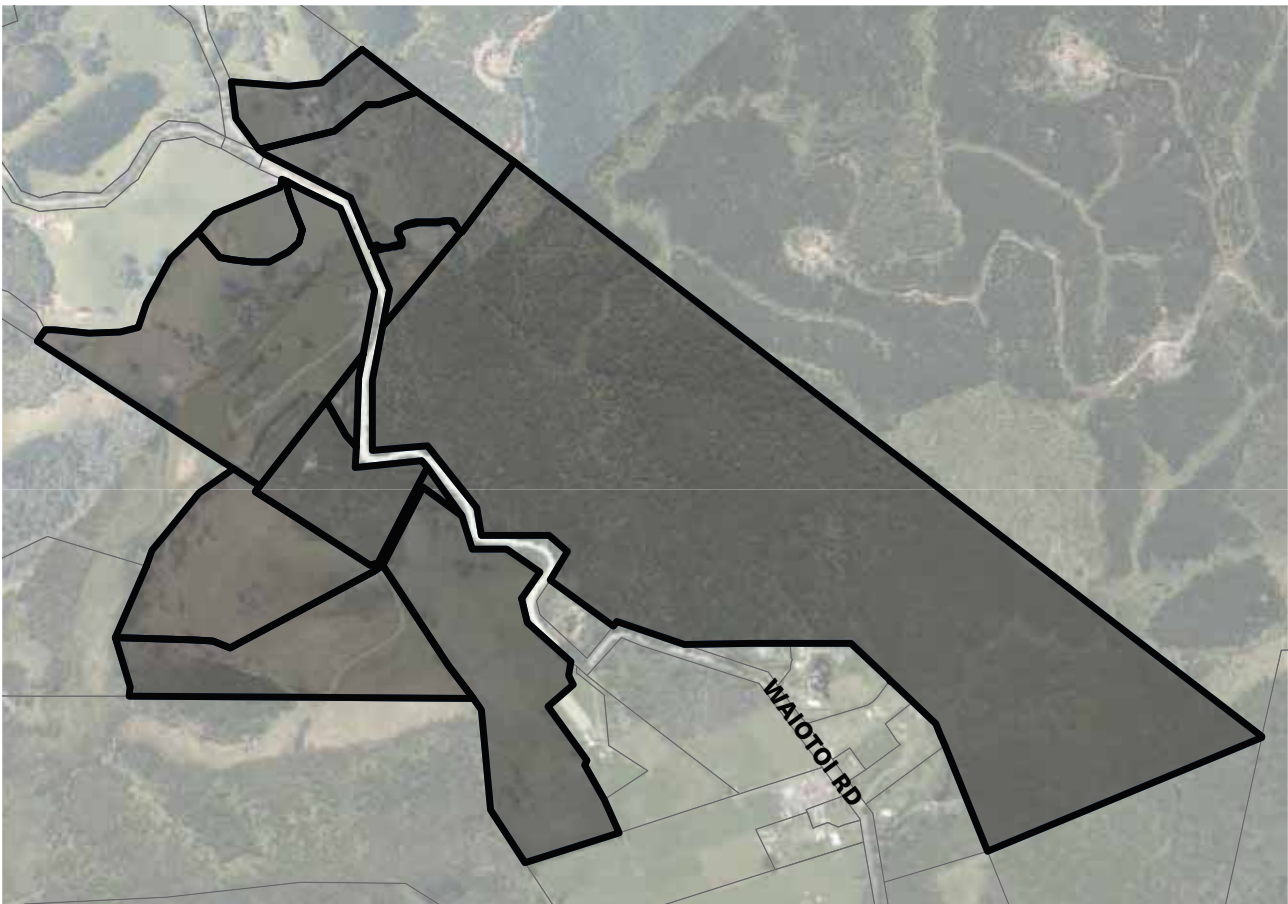
Map H: Tahunatapu Road



Map I: Tudehope Road



Map J: Waiotoi 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 equal 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 2024	Penalty 10%	22 August 2024
Instalment two	20 November 2024	Penalty 10%	23 November 2024
Instalment three	20 February 2025	Penalty 10%	24 February 2025
Instalment four	20 May 2025	Penalty 10%	22 May 2025

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 2024	22 August 2024
August	20 September 2024	24 September 2024

Month water rates invoice issued	Due date for payment	Date penalty will be added
September	20 October 2024	23 October 2024
October	20 November 2024	22 November 2024
November	20 December 2024	23 December 2024
December	20 January 2025	22 January 2025
January	20 February 2025	24 February 2025
February	20 March 2025	24 March 2025
March	20 April 2025	23 April 2025
April	20 May 2025	22 May 2025
May	20 June 2025	24 June 2025
June	20 July 2025	23 July 2025

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: Te Iwitihi, 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 16 July 2024 will have a further 10% penalty added. This penalty will be added on 16 September 2024.

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 2024-25

Randomly selected sample of properties from each category.

The rates are based on values assigned as at 1 July 2021. Please note – Northland Regional Council rates are not included. Please refer to their Long Term Plan for the impact of their rates on your property.

Road seal extension rates, water rates and flood protection rates are not included.

	\$	
	2023-24	2024-25
Residential property in urban area with a land value of \$200,000		
General rate – land value	466.52	546.76
Uniform Annual General Charge	701.00	821.00
Sewerage disposal rate	902.00	928.00
Total	2,069.52	2,295.76
Residential property in urban area with a land value of \$400,000		
General rate – land value	933.04	1,093.52
Uniform Annual General Charge	701.00	821.00
Sewerage disposal rate	902.00	928.00
Total	2,536.04	2,842.52
Residential (lifestyle) property with a land value of \$620,000		
General rate – land value	1,446.21	1,694.96
Uniform Annual General Charge	701.00	821.00
Total	2,147.21	2,515.96
High value residential (lifestyle) property with a land value of \$3,100,000		
General rate – land value	5,248.35	6,151.05
Uniform Annual General Charge	701.00	821.00
Total	5,949.35	6,972.05

	\$	
	2023-24	2024-25
Rural property with a land value of \$950,000		
General rate – land value	3,181.08	3,728.18
Uniform Annual General Charge	701.00	821.00
Total	3,882.08	4,549.18
Rural property with a land value of \$3,250,000		
General rate – land value	10,882.63	12,754.30
Uniform Annual General Charge	701.00	821.00
Total	11,583.63	13,575.30
Commercial property with a land value of \$780,000		
General rate – land value	9,839.23	11,531.60
Uniform Annual General Charge	701.00	821.00
Sewerage disposal rate (1 pan)	584.00	601.00
Total	11,124.23	12,953.60
Industrial property with a land value of \$3,750,000		
General rate – land value	47,304.00	55,440.38
Uniform Annual General Charge	701.00	821.00
Sewerage disposal rate (5 pans)	2,920.00	3,005.00
Total	50,925.00	59,266.38



General information

Te pārongo whānui



Governance structure

Mayor

HWM Vince Cocurullo

Deputy Mayor

Cr Phil Halse

Councillors

Cr Gavin Benney	Cr Scott McKenzie
Cr Nicholas Connop	Cr Marie Olsen
Cr Ken Couper	Cr Carol Peters
Cr Jayne Golightly	Cr Simon Reid
Cr Deb Harding	Cr Phoenix Ruka
Cr Patrick Holmes	Cr Paul Yovich

Committees of the Whole

Community Development Committee

Chair Cr Gavin Benney, Deputy Chair Cr Carol Peters and all Elected Members

Infrastructure Committee

Chair Cr Simon Reid, Deputy Chair Cr Phil Halse and all Elected Members

Strategy, Planning and Development Committee

Chair Cr Ken Couper, Deputy Chair Cr Scott McKenzie and all Elected Members

Specialist committees

Risk and Audit Committee

Independent Chair (appointment in progress), Deputy Chair Cr Patrick Holmes and Councillors Ken Couper, Phil Halse, Deborah Harding, Simon Reid and Paul Yovich

District Licensing Committee

Chair Commissioner

Civic Honours Selection Committee

Chair Cr Jayne Golightly

CE Review Committee

Chair HWM Vince Cocurullo

Exemptions and Objections Subcommittee (of Strategy, Planning & Development Committee)

Chair Cr Ken Couper

Airport Noise Management Committee

Chair Cr Phil Halse

Finance Committee

Chair Cr Paul Yovich

Māori Partnership

Te Kārearea Strategic Partnership Standing Committee

Chair Cr Deborah Harding – Whangarei District Council

Deputy Chair Cr Phil Halse

Members: HWM Vince Cocurullo

Councillors: Nicholas Connop, Patrick Holmes, Carol Peters, Simon Reid and Phoenix Ruka

Eight mandated hapū representatives: Delaraine Armstrong, Sandra Hawken, Tame TeRangi, Simon Mitchell, Nicki Wakefield, Sean Walters, Hohipere Williams and Len Bristowe.

Organisational structure



¹ Including CCOs Whangārei Arts Trust and Northland Events Centre Trust 2021

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

FIS

Funding Impact Statement

FN

Forum North

GAAP

Generally Accepted
Accounting Practice

GIS

Geographic Information
System

GST

Goods and Services Tax

HAPT

Hātea Arts Precinct Trust

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

LoS

Level of Service

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 (Waka Kotahi)

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

WDA

Whangārei District Airport

WQGT

Whangārei 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 Whangārei 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.

Index

To be inserted at the very end of production.

Independent Auditor's Report on Whangarei District Council's 2024-34 Long Term Plan

To be inserted after adoption.



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