



WHANGAREI DISTRICT COUNCIL

# Annual Report

2007 - 2008



**WHANGAREI**  
DISTRICT COUNCIL  
*"Creating the ultimate living environment"*

## Vision, Mission & Values



### THE FOUR WELLBEINGS

#### Vision

To be a vibrant, attractive and thriving District by developing sustainable lifestyles based around our unique environment; the envy of New Zealand and recognised worldwide.

#### Tirohanga

Ka kitea to Ihi, te Ataahuatanga kia anga mua tonu nga mahi i roto i tō tātou rohe. Kia pūmau tonu, te ahurei o te Tai Ao. Ka āhua pūhaehae te titiro mai o te ao whanui kii Āotearoa.

#### Mission

Creating the ultimate living environment.

#### Auahi

Āuaha mutunga kore o te Āo turoa.

#### Values

The vision for our district and the Mission for our organisation are underpinned by the Whangarei District Council's commitment to the fundamental core values of:

- Communication
- Customer first
- Innovation and excellence
- Valuing employees and partnerships
- Visionary leadership

#### Wāriu

Nga tirohanga mō tō tatou rohe, mē nga auahi mō tō tatou roopu whakariterite, nā te roopu tautoko kaupapa. Te Kaunihera ā rohe o Whangarei. Kia noho here ki nga pu taketake whai wāriu:

- Whakawhitiwhitinga kōrero
- Te kai tonu i te tuatahi
- Whakatakoto Kaupapa hou, whakahirahira
- Wāriutanga o ngā kaimahi i roto i te haerenga tahitanga, pērā i nga tikanga o te Tiriti o Waitangi
- Tirohanga kai Ārahi (nga tirohanga whakamua kaiārahi)

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## A Message from the Mayor



**In this past financial year, Council has established a blueprint for our District's future.**

The elections in October last year were fought broadly on rates and debt – both felt by many to be too high – and on affordability and sustainability of Council services. These were quite common themes throughout the country and had been heard for some time, leading to a central government review of local government financing.

That review expressed concern at the levels of rates increases local government had been imposing, and also at an apparent spendthrift attitude prevalent among Councils. It found the level of local government spending unsustainable.

The challenge for this Council is to continue to provide services at a level acceptable to our citizens, while not causing hardship to our ratepayers. Our District is home to many people on fixed incomes, and home to many whose wages are below the national average.

To drive our District forward while being financially prudent, Council spent the year putting its focus firmly on efficiency and effectiveness.

Council CEO Mark Simpson was asked to trim \$400,000 from the operating budget set for the 2007/08 financial year, and his Senior Management Team responded willingly to ensure this target was in fact exceeded.

That result gives us confidence that the consolidation asked for by the voters will not translate into a lessening of services or hamstringing our ability to meet future growth.

By the end of the financial year, Mr Simpson was putting the finishing touches on a restructuring within Council aimed at bringing further efficiencies to Council's operations, and ensuring we continue to develop our District.

Major achievements for Council during the year were the opening of the revamped Aquatic Centre, and the signing of a landmark agreement with the Bream Bay Land Owners Association allowing development on a large scale to proceed in the Ruakaka area.

Significant projects announced were the proposed Hundertwasser Centre at the Town Basin and projected new offices for Council to be built in Water Street designed to bring all Council staff back under one roof and establish a cost-saving one-stop shop consents processing centre with the Northland Regional Council.

A round of meetings was held to review the District's structure plans to shape our future growth, and consultation continued on a solution to our stormwater and sewage overflow problems in Whangarei's CBD.

In what has been a business-like year, Councillors established a Strategic Plan for the District, essentially a manifesto of Council's initiatives and how they will be achieved. The Plan sets out Council's financial priorities and its goals in economic, infrastructural and community development. We have a timetable for providing the sporting, cultural and heritage facilities our citizens want.

The year has been one of establishing a platform of allocating Council resources where the District will obtain maximum benefit. I believe it has been a watershed year in setting a future path of affordability and sound decision-making.

A handwritten signature in black ink, appearing to read 'Stan Semenov'. The signature is fluid and cursive, with a large initial 'S'.

**Stan Semenov**  
Mayor

# Chief Executive's Report for the year ended 30 June 2008



I am pleased to bring you Council's Annual Report for the year ended 30 June 2008, which outlines our achievements for the past financial year and how we have measured up in relation to the targets set for Year 2 of the 2006-2016 Long Term Council Community Plan (LTCCP).

*"Financially, 2007/08 was a strong year for Whangarei District Council"*

Financially, 2007/08 was a strong year for Whangarei District Council. The new political team elected in October 2007 challenged management and staff to produce \$400,000 of savings in the 2007/08 year and we achieved well in excess of that. We finished the year under budget by \$0.5 million, despite \$1.5 million of unbudgeted expenditure in replacing our ageing computer system with new Tech One software, actual property sales of \$1.0 million compared to the budgeted \$2.0 million and \$5 - \$6 million of storm damage in the March and July storms of 2007, the costs for all of which fell in 2007/08.

In total, Council completed almost \$50 million of capital expenditure works – the largest quantity of work in dollar terms in any financial year in the history of Council. The debt position at end of year was \$111 million compared to the \$131 million predicted in the 2007/08 Annual Plan.

*"Council completed the largest quantity of capital expenditure work in any financial year in its history"*

Changes to the Building Act meant we had to develop new processes and systems and become a Building Consent Authority (BCA) so we could continue to issue building consents. Part of the requirement for achieving accreditation as a BCA Council was compliance with the Building Act in terms of meeting the 20 working day timeframe for building consent approval. From May onwards 100% of consents have been issued within the 20 days accreditation requirement. Resource consent processing times have also improved, particularly in the first half of 2008 and we have moved to using independent Hearing Commissioners to consider and make decisions on notified resource consent applications. A new Population Growth Model was completed during the year and will provide much better information on which to base our assumptions about the future infrastructure needs of the District.

*"Council signed a ground-breaking agreement with the Bream Bay Land Owners Association"*

In May, Council signed a ground-breaking agreement with a group of property developers (the Bream Bay Land Owners Association or BBLOA) in which they agreed to pay \$17.8 million over the next ten years to allow the expansion of the area's sewerage system and enable multi-million dollar industrial and residential subdivision to begin. Council had until then withheld consents for subdivision work because Ruakaka lacked wastewater treatment capacity to cope with the substantial growth planned. If this agreement had not taken place, growth would have been stalled until Council could afford to build wastewater capacity, probably some five years out. Ratepayers have thus avoided paying in advance for work now funded by BBLOA, developers have timeframe certainty for the projects and the planned wastewater treatment system will offer significant protection to the environment.

Wastewater upgrades progressed on a number of fronts during the year as part of the major programme Council is running to address capacity issues and meet changing resource consent requirements for treatment standards. Ngunguru, Hikurangi and Waitotira plants were well advanced with upgrades at year end, and Waipu's treatment plant was mid way between two significant stages of upgrade to increase its capacity. The main Whangarei treatment plant had new filter capacity installed during the year, the new treatment plant for Oakura was constructed and laying of pipelines to connect up properties was underway at year end (completion is programmed for December 2008). A key section of the pumping main from the major Okara Park pump station to the Whangarei Treatment plant was replaced during the year to improve surety of service over a section of line which has given problems over several years.

As the 2007/08 financial year drew to a close, plans were well under way for a restructure of Council aimed at reducing bureaucracy and improving the service ratepayers receive. Our new structure and resulting 'one Council' approach should see us well placed as we face a new year of challenging economic conditions, calls for better value for the ratepayer dollar, and the pressing infrastructure needs of a growing District.

The following sections of this annual report set out in detail the achievements made and the challenges faced by Whangarei District in the year ended 30 June 2008.



Mark Simpson  
Chief Executive

## Governance – Mayor and Councillors from October 2007



### **Stan Semenovoff – Mayor**

#### **Committees:**

Whangarei District Council (Chairperson); Community Enterprises; Environmental Services; Finance; Works and Services; CEO Review (Chairperson); Licensing, Exemptions and Objections (Deputy Chair)



### **Crichton Christie – Denby Ward**

#### **Committees:**

Whangarei District Council; Environmental Services (Chairperson); Finance; Aquaculture Marine Areas Establishment; Licensing, Exemptions and Objections (Chairperson)

#### **Other Appointments to Outside Committees:**

Kamo Community Association; NRC Environmental Management Committee; Tikipunga Community House



### **Vince Cocurullo – Okara Ward**

#### **Committees:**

Whangarei District Council; Works and Services; Environmental Services

#### **Other Appointments to Outside Committees:**

Northland Disabilities Resource Centre; NRC Regional Land Transport Committee; Raumanga Ratepayers Association; Town Basin Business Liaison; Whangarei Railway Station Charitable Trust



### **Shelley Deeming – Bream Bay Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises (Chairperson); Finance; Aquaculture Marine Areas Establishment; Civic Honours Selection (Chairperson)

#### **Other Appointments to Outside Committees:**

Marsden Point Mission to Seafarers; Maungakareme Recreation Society; Port Liaison; Portland Ratepayers Association; Ruakaka Residents and Ratepayers Association; Stonehaven Village; Waipu Cove Reserve Board; Waipu Residents and Ratepayers Association; Whangarei Tourism Trust; Toe Toe Road Residents and Ratepayers Association



### **Sue Glen – Okara Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises; Environmental Services;

#### **Other Appointments to Outside Committees:**

Disability Sector Reference Group; Maunu Health Camp; Onerahi Community Association; Positive Ageing Advisory Group; Whangarei Quarry Gardens Trust



### **Alan Goodhew – Hikurangi-Coastal Ward**

#### **Committees:**

Whangarei District Council; Environmental Services; Finance; Aquaculture Marine Areas Establishment

#### **Other Appointments to Outside Committees:**

Tutukaka Marina Trust; Coastal Community Planning Group; Hikurangi Friendship House; Hikurangi Business Association



### **Phil Halse – Bream Bay Ward**

#### **Committees:**

Whangarei District Council; Finance; Works and Services (Chairperson); Aquaculture Marine Areas Establishment; CEO Review

#### **Other Appointments to Outside Committees:**

Hikurangi Swamp; Maungakareme Recreation Society; NRC Regional Land Transport Committee; Portland Recreation Centre; Ruakaka Recreation Centre; Ruakaka Reserve Board; Ruakaka Residents and Ratepayers Association; Saorsa Management; Waipu Residents and Ratepayers Association; Toe Toe Road Residents and Ratepayers Association



### **Sheryl Mai – Denby Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises; Works and Services; Creative Communities Assessment (Chairperson); Civic Honours Selection

#### **Other Appointments to Outside Committees:**

Kamo Community Association; NRC Bus Committee; NRC Civil Defence Committee; Sport Northland/Kensington Park Management Committee; Tikipunga Community House; Whangarei Art Museum Management Group

## Governance – Mayor and Councillors from October 2007



### **Greg Martin – Hikurangi-Coastal Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises; Works and Services; Aquaculture Marine Areas Establishment

#### **Other Appointments to Outside Committees:**

Hikurangi Friendship House; Northland Road Safety Association; NRC Civil Defence Committee; Ngunguru Retirement Village; Ngunguru Sports and Recreation Society; Regional Multipurpose Outdoor Stadium; Roadsafe Northland Trust/Northland Road Safety Trust; Tutukaka Coast Residents and Ratepayers Society; Tutukaka Marina Trust; Whangaruru North Ratepayers Association; Whangaruru South Ratepayers Association; Teal Bay Ratepayers Association; Friends of Lake Waro



### **Brian McLachlan – Okara Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises; Works and Services

#### **Other Appointments to Outside Committees:**

Citizens' Advice Bureau; Maunu Health Camp; Onerahi Community Association; Raumanga Ratepayers Association; Whangarei Accommodation Response; Whangarei Council of Social Services; Whangarei Museum Trust



### **Sharon Morgan – Mangakahia / Maungatapere Ward**

#### **Committees:**

Whangarei District Council; Environmental Services; Works and Services;

#### **Other Appointments to Outside Committees:**

Northland Arts Promotion Trust; Northland Craft Trust; Whangarei Museum Trust



### **Kahu Sutherland – Deputy Mayor – Denby Ward**

#### **Committees:**

Whangarei District Council; Environmental Services; Finance; Works and Services; Aquaculture Marine Areas Establishment (Chairperson); CEO Review; Maori Liaison (Chairperson); Licensing, Exemptions and Objections

#### **Other Appointments to Outside Committees:**

Whangarei Railway Station Charitable Trust



### **Warwick Syers – Whangarei Heads Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises; Finance (Chairperson); Aquaculture Marine Areas Establishment; CEO Review

#### **Other Appointments to Outside Committees:**

Parua Bay Residents Association; Whangarei Heads Citizens and Ratepayers Association; Te Whara Bream Head Conservation Trust; Whareora/Pataua Ratepayers Association



### **Merv Williams – Okara Ward**

#### **Committees:**

Whangarei District Council; Community Enterprises; Environmental Services; Finance; Aquaculture Marine Areas Establishment; Licensing, Exemptions and Objections (Chairperson)

#### **Other Appointments to Outside Committees:**

Local Government New Zealand; Smeaton Drive Community House; Toe Toe Road Ratepayers Association; Town Basin Business Liaison; Whangarei Harbour Marina Management Trust; Safer Whangarei Executive Group; Whangarei Tourism Trust

## Governance – Mayor and Councillors July - October 2007

**Pamela Peters** – Mayor

**Crichton Christie** – Denby Ward

**Shelley Deeming** – Bream Bay Ward

**Sue Glen** – Okara Ward

**Phil Halse** – Deputy Mayor – Bream Bay Ward

**Robin Lieferring** – Coastal Ward

**Sheryl Mai** – Denby Ward

**Greg Martin** – Hikurangi Ward

**Frank Newman** – Coastal Ward

**Ann Shaw** – Okara Ward

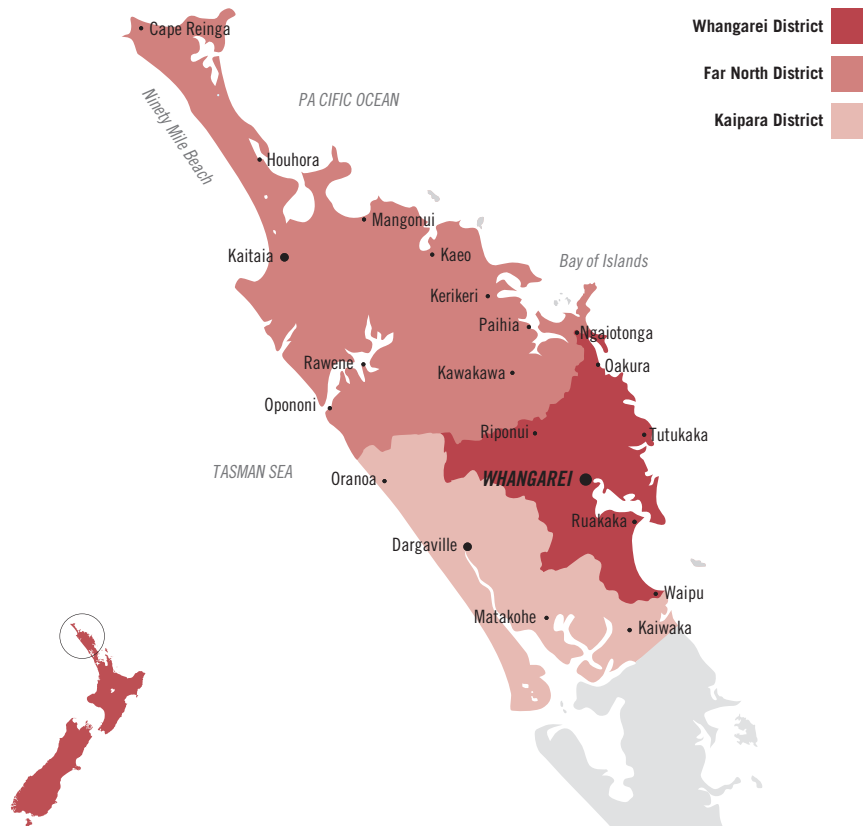
**Kahu Sutherland** – Denby Ward

**Merv Williams** – Okara Ward

**John Williamson** – Mangakahia / Maungatapere Ward

# Council

Whangarei District Council is one of four local authorities operating in Northland, New Zealand.



The three **District Councils** - **Whangarei** in the central and eastern parts of the region, **Far North** in the north and **Kaipara** in the West and central south - look to promote the social, economic, environmental and cultural well-being of their parts of the region.

They have a variety of roles including:

- facilitating solutions to local needs
- enabling democratic local decisionmaking
- advocacy on behalf of the local community with central government, other local authorities and other agencies
- development of local resources
- management of local infrastructure including network infrastructure (e.g. roads, sewage disposal, water, stormwater, flood and river control works) and community infrastructure (e.g. libraries, parks and recreational facilities)
- environmental management
- planning for future needs
- ensuring that there are that there are systems in place to effectively monitor the governance of each District and its resources – which includes systems for prudent financial management, balancing resources for existing and future requirements, and procedures to assess and monitor services.

The Regional Council (Northland Regional Council) is responsible for protecting Northland's land, water, coast and air by allowing sustainable development to take place. This is done through developing Resource Management Plans and policy statements, and by issuing and monitoring resource consents which control the impacts of human activities. The Regional Council also has regulatory roles in pest and weed control and emergency management, and in promoting environmental education to encourage communities to manage their own environment.

Whangarei District Council's purpose is to enable democratic local decision-making in order to promote the social, economic, environmental and cultural well-being of the Whangarei District in the present and for the future.

Elected members and staff of Whangarei District Council have specific obligations set by legislative authority, and seek to promote the highest standards of ethical conduct. To achieve this we have a number of processes and practices in place that ensures the work we do complies with legislation, the decisions we make are well considered, and that they contribute to the achievement of the community defined outcomes.

# Council

## Structure

Council is made up of 14 elected representatives – the Mayor and 13 Councillors. The Mayor was elected by voters across the District; Councillors were elected from 6 geographical Districts called wards.

The District is currently divided into six (6) wards.

Table 1: Wards, Population and Elector Numbers

Ward	Number of Councillors	Population	No. of Electors per Councillor	Councillors elected October 2007
Coastal	2	10 450	3 645	Alan Goodhew Greg Martin
Denby	3	18 150	4 281	Crichton Christie Sheryl Mai Kahu Sutherland
Hikurangi	1	5 630	4 424	Warwick Syers
Mangakahia/Maungatapere	1	5 130	3 579	Sharon Morgan
Okara	4	23 300	4 303	Vince Cocurullo Sue Glen Brian McLachlan Merv Williams
Bream Bay	2	10 150	3 756	Shelley Deeming, Phil Halse

## Committee Structure

Council separates the decisions it needs to make into various committees. The main purpose of the committees is to discuss and set policy, to monitor management activity to ensure the affairs of Council and related organisations are being conducted in accordance with legislation, Council's strategic objectives and community outcome achievements.

The Council reviews its committee structures after each triennial election and at other times as necessary. At the 2007 review Council established four (4) standing committees which meet monthly). These committees were:

Community Enterprises (Chair Cr Shelley Deeming) – swimming pools; libraries; district promotions; commercial enterprises; support; parks and recreation.

Environmental Services (Chair Cr Crichton Christie) – environmental health; building control; subdivision and development control; District Plan changes; District Plan administration; general by-law administration; animal (dog and stock) control; hazardous substances and new organisms control; parking enforcement; noise control; Sale of Liquor act and food act.

Works and Services (Chair Cr Phil Halse) – roads; footpaths; traffic signals; signs/bridges/lights; parking and traffic planning; provision of potable water and reticulation systems; water reservoirs/dams; treatment plants/pumping stations; monitoring of quality of drinking water standards; wastewater treatment and disposal; stormwater management; public toilets; solid waste disposal/landfills; litter/rubbish collection; Hikurangi swamp management.

Finance (Chair Cr Warwick Syers) – financial/planning and control; rates and charges; insurances; corporate accounting services; funds management; loans; annual plan; internal and external audit; administrative services; legal issues; civic ceremonies; meeting services; information systems; customer services; commercial property.

Council had re-established the Maori Liaison Committee under chairmanship of Cr Kahu Sutherland. The Judicial Committee has been disestablished and Council now make use of external commissioners to conduct RMA hearings. A number of additional committees were established for other purposes. Aquaculture Marine Areas Establishment (Chair Cr Kahu Sutherland); CEO review (Chair His Worship the Mayor); Civic Honours (Chair Cr Shelley Deeming), Licensing, Exemptions and Objections (Chair Cr Merv Williams); Creative Communities Assessment (Chair Cr Sheryl Mai)

Elected representatives are free to attend all committee meetings, but can only vote at those of which they are members. They also have a right to see all papers supplied to meetings. This ensures that all members have available to them information to scrutinise any issues before decisions are made.

Note: in August 2008, after the end of the financial year covered by this report, Council voted to mirror the changes to the management structure in its standing committee structure. There is now one less standing committee and the structure is as follows:

- Infrastructure and Services (Chair Cr Crichton Christie)
- Environment (Chair Cr Shelley Deeming)
- Finance and Support (Chair Cr Warwick Syers).

# Our People

## Chief Executive

The Chief Executive Officer (CEO) for the Whangarei District Council is responsible for:

- Strategic management and forward planning
- Provision of advice and reporting
- Management of Council resources
- Business management and continuous improvement
- Team performance, leadership and human resource accountabilities
- Resource accountabilities.

## Leadership Team

Mark Simpson has been the CEO of the Whangarei District Council since 1998. The CEO and his senior managers make up the Leadership Team which oversees the day to day business and provides advice to Council. The organisation structure is set out on the next page.

## Staff

The total number of full-time equivalent staff employed by the Whangarei District Council on 1 July 2007 was 304.7, which increased to 323.26 full-time equivalents by 30 June 2008. This increase in staff numbers was driven by demand for services as the District grew and the low staffing ratio was improved.

Staff turnover as at 30 June 2008 was 17.6% compared to 11.3% the previous year. The local government average is between 14 – 15%.

Whangarei District Council provides

- Rewards
- Work life balance
- Learning and development opportunities
- A safe work environment
- High staff satisfaction

Council provides a supportive environment where 'work life balance' is encouraged and learning and development opportunities are available to all staff.

## Business Excellence

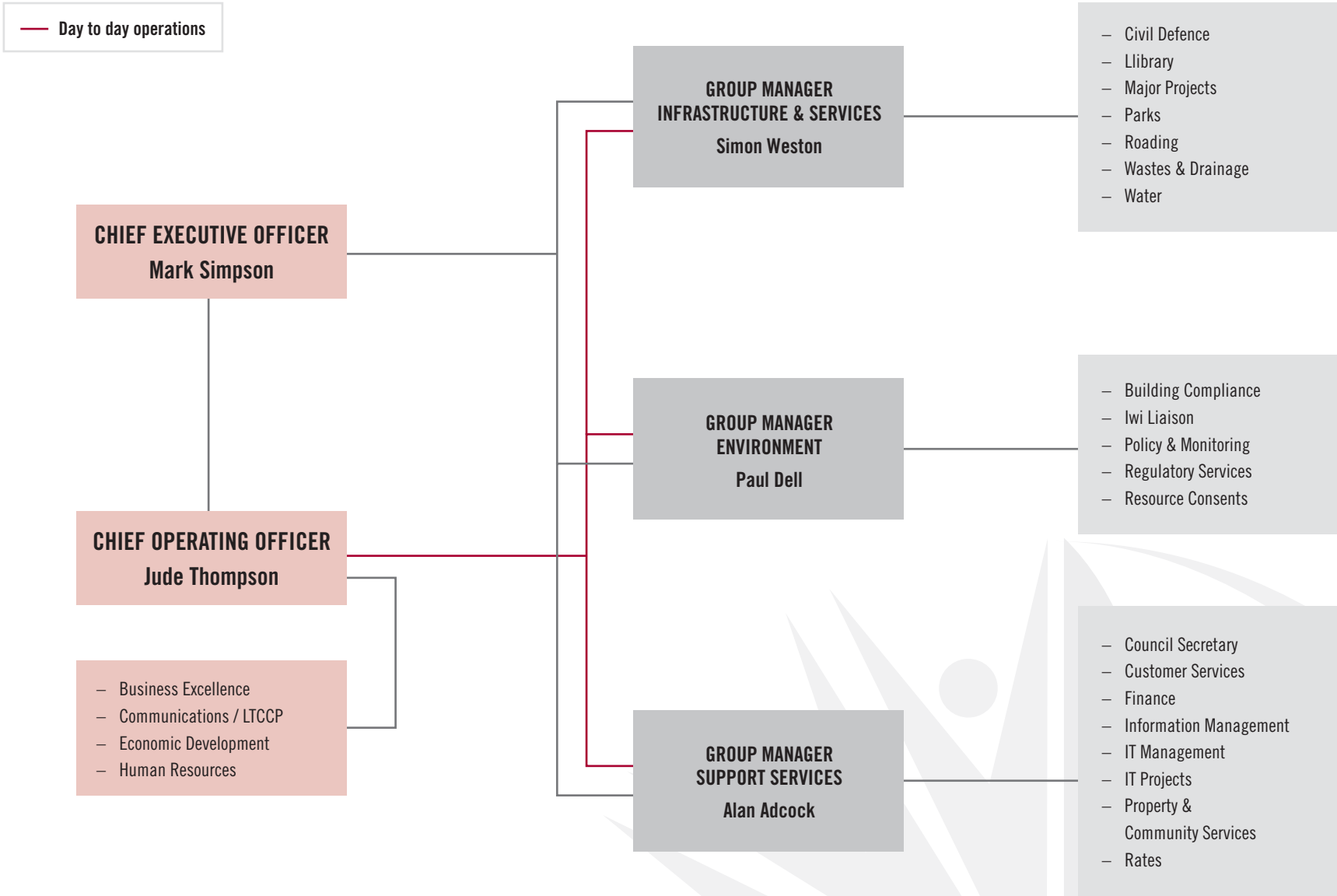
To ensure that Whangarei District Council operates as a high performing organisation, we have undertaken a path of business excellence, using the international recognised Baldrige Criteria.

The Criteria reflect the successful management practices identified in high performance organisations. They are built upon the following set of interrelated Core Values and Concepts:

- Visionary leadership
- Customer driven excellence
- Organisational and personal learning
- Valuing employees and partners
- Focus on the future
- Managing for innovation
- Social responsibility
- Focus on results and creating value
- Systems perspective

Council continues to use 'business excellence' as a means of improving services to customers and improving the effectiveness of the organisation.

# Organisation Structure



# Statement of Compliance and Responsibility for the Year Ended 30 June 2008

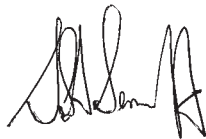
Council and management of Whangarei District Council confirm that all the statutory requirements in relation to the Annual Report, as outlined in Schedule 10 of the Local Government Act 2002, have been complied with.

## Responsibility

Council and management of Whangarei District Council accept responsibility for the preparation of the annual financial statements and the judgements used in them.

Council and management of Whangarei District Council accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of Council and management of Whangarei District Council, the annual financial statements for the year ended 30 June 2008 fairly reflect the financial position and operations of Whangarei District Council.



**Stan Semenoff**  
Mayor



**Kahu Sutherland**  
Deputy Mayor



**Mark Simpson**  
Chief Executive Officer

**Whangarei ..... 2008**

# Group Activities

These Group Activity Statements provide detailed information about Council's activities during 2007/2008, how these activities contributed towards the well-being of the community, and how we progressed towards our performance targets.

The Long Term Council Community Plan process has provided both Council and the community with the opportunity to determine what the community wants and values most. In doing so, it established five community outcomes:

- A community which enjoys and treasures its natural and cultural values
- A District which is safe and crime free
- A District with growing business and employment opportunities
- A community which is healthy and educated
- A District with lots of community facilities and programmes for all ages.

To influence these outcomes, Council must ensure that all its activities are aligned to them.

We have divided our activities into eight key activity groups, each describing a different aspect of Council:

- Governance and Leadership
- Community Service
- Financial management and Business Development
- Infrastructure Services
- Information Services
- Library, Parks and Recreation
- Resource Consents and Compliance
- Environmental Planning.

## How this section is organised

### Overview

Each key activity group begins with an overview which identifies the aim of that specific group and the goods or services provided by each group.

### Contribution towards the 'four wellbeings'

We have identified effects that our activities have had on the social, economic, environmental or cultural well-being of the community. This is a requirement of the Local Government Act 2002. We have summarised this in diagrammatic form (see right). Where the activity contributes to all four wellbeings, all four quadrants of the circle are shown; if it contributes to only one, two or three of the wellbeings then only those quadrants are shown.



### Report for the year

We provide a summarised account of the goods and services we provided and the activities carried out. Council can play a number of roles such as advocate, facilitator, funder, regulator or service provider.

### How we performed

In the 2006-2016 Long Term Council Community Plan we identified performance measures to help us measure progress towards our Council goals and community outcomes. The performance measures set out standards of quality, quantity and timeliness for the delivery of Council services.

### What it cost - financial information

We report on both the operational and capital costs associated with the delivery of each Council activity. The 'what it cost' tables report the actual and budgeted costs, revenue and overall net costs of each activity. All numbers are in \$000 unless elsewhere specified.

## Summary of Group Activity Financial Information – Council

	Note	Actual 2008 \$,000	Budget 2008 \$,000	Actual 2007 \$,000
<b>REVENUE IN ACTIVITIES</b>				
Governance and Leadership		129	-	94
Community Services		1,205	1,205	1,445
Financial Management and Business Development		6,120	4,491	4,682
Infrastructural Services Activities		62,757	60,149	52,997
Information Services Activities		241	315	353
Library Parks and Recreation		2,374	1,882	1,556
Resource Consents and Compliance		5,736	6,257	5,689
Environmental Planning		163	170	28
Less Water Rates levied on Council Activities		(149)	(125)	-
<b>TOTAL REVENUE IN ACTIVITIES</b>		<b>78,576</b>	<b>74,344</b>	<b>66,844</b>
General Rates	3	33,157	32,169	29,828
Vested Assets	5	26,239	6,500	16,819
Fair Value Adjustments	5	6,610	1,445	2,685
Other	5	(1,134)	-	9,683
<b>TOTAL REVENUE</b>		<b>143,448</b>	<b>114,458</b>	<b>125,859</b>
<b>EXPENDITURE IN ACTIVITIES</b>				
Governance and Leadership		3,974	4,204	3,787
Community Services		4,488	5,325	4,123
Financial Management and Business Development		3,316	3,973	2,903
Infrastructural Services Activities		79,693	70,125	66,951
Information Services Activities		390	440	353
Library Parks and Recreation		16,903	19,599	14,209
Resource Consents and Compliance		9,725	8,960	9,350
Environmental Planning		1,910	1,960	1,617
Less Land & Water Rates paid by Council Activities		(918)	(877)	-
<b>TOTAL ACTIVITY EXPENDITURE</b>		<b>119,481</b>	<b>113,709</b>	<b>103,293</b>
<b>ACTIVITY SURPLUS/(DEFICT) BEFORE CORPORATE OVERHEAD RECOVERY</b>		<b>23,967</b>	<b>749</b>	<b>22,566</b>

# 1. Governance and Leadership

## Overview

This activity provides support to the community, elected members and staff. It is process and legislation driven and has responsibilities to provide transparent and equitable decisionmaking processes and strategically drive management of District resources. Contributing sub-activities are Democracy Services, Iwi Liaison, Communication and Human Resources.

Key statutory requirements that drive our activities include:

- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Local Government (Rating) Act 2002
- Local Electoral Act 2001
- Local Electoral Regulations 2001
- Te Ture Whenua Maori Act 1993
- The Maori Reservations Act 1994
- The Maori Affairs Act 1953
- The Resource Management Act 1991.

## Contribution towards the four wellbeings

**Democracy Services** contributes to all four wellbeings through its involvement with the democratic processes of Council. Decisions made by Council have a direct impact on the social, environmental, cultural and economic wellbeing of the community.

**Iwi Liaison** contributes to all four wellbeings by improving the participation of Maori in Council's decisionmaking processes.

**Communication** contributes to all four wellbeings by publicising opportunities for the community to have input into Council's decisions on social, cultural, environmental and economic issues, helping to provide the community with opportunities to make high quality decisions.

**Human Resources** contributes to the social and cultural wellbeings by developing Council staff to improve the efficiency of the organisation and the services it provides. Council's involvement in the Northland Intersectoral Forum (NIF) contributes to the four wellbeings by ensuring that all the relevant government and public agencies collaborate to assist the community to achieve the four wellbeings.



## Report for the year

### Democracy Services

As a result of the local elections held on 13 October 2007, we welcomed new Mayor Stan Semenov and five new councillors who joined eight re-elected councillors.

For this election, there were some changes to the District's wards because of a representation review undertaken in 2006 and 2007. In particular, the Coastal ward ceased to exist with a new Whangarei Heads ward being established. Also, a new Hikurangi – Coastal ward was established based on the previous Hikurangi ward and the northern area of the old Coastal ward. There were also some boundary changes for the Denby, Okara, Bream Bay and Mangakahia – Maungatapere wards.

The first meeting of Council held on 31 October saw Councillor Kahu Sutherland elected Deputy Mayor. Four standing committees were established: Finance, Community Enterprises, Works and Services and Environmental Services. Following a management restructure after year end, the number of standing committees was reduced to three: Environment, Infrastructure and Services, and Finance and Support.

### Iwi Liaison

Whangarei District Council is proactively consulting and working in partnership with iwi, hapu and Māori organisations throughout the rohe (district) to ensure that it meets its obligations under the Resource Management Act 1991, the Local Government Act 2002 and the Treaty of Waitangi

To enable Māori to engage more meaningfully in Council decision making, the Council has appointed key Māori leaders to the re-formed Māori Liaison Committee and also appointed a key Liaison Officer to mediate and consult with Council staff and the Māori community on a broad range of issues.

The critical issues that the Council has been working on over the past year are:

- Encouraging Māori to participate in the development of long term Council plans and strategies
- Recognition of Rangatiratanga and Kaitiakitanga in relation to resource management and land use activities in the District
- Recognising and respecting iwi authorities and their hapu affiliations
- Fostering partnerships and relationships with tangata whenua within the district
- Reducing unnecessary conflict in relation to resource management issues
- Respecting tikanga Māori and understanding the permutations with regard to delivering products and services

# 1. Governance and Leadership

- Acknowledging the rights of iwi, hapu and whanau to speak and act on matters that affect them
- Allowing tangata whenua time for informed assessments of proposals and to determine their responses, consistent with the time restraints in the Resource Management Act 1991
- Encouraging developers, land owners and Council staff to consult tangata whenua where relevant and appropriate
- Providing relevant training to Council staff to develop the capacity to engage with tangata whenua
- Reviewing existing Council policies to ensure that such policies do not have an adverse affect on Māori aspirations and development preferences
- Developing new policies which will ensure that Māori communities are able to engage positively in economic, social, cultural and environmental development

## Communication

Council was referred to almost 2,000 times in local print media. In addition to advertising 341 statutory public notices, 206 display advertisements promoted such events as Second Hand Sunday, Mobile Library routes and holiday period waste collections.

Council News (formerly Council Connections), an a-political, single or double page of Council branded advertising, promoted Council activities and opportunities for public input 14 times throughout the year. During the Annual Plan process a number of submitters requested a simpler, black and white, under-designed appearance, covering several topics each month. Changing page design and content to meet these requests has shifted customer satisfaction with Council News from 13% 'very satisfied' in the 2007/8 Communitrak Survey to 21% 'very satisfied' in 2008/9.

Radio advertising promoted the alcohol ban on beaches and in public spaces, dog registration, the Beach Bus, local body elections, Civil Defence and Rural Fire Safety, Council's parks and reserves and the Mobile Library.

Council distributed 299 news releases covering a wide range of Council events and activities. Every news release was used by at least one local media outlet, and many of the 1,021 Council-focused news stories produced by local print media during the year were generated out of public meetings and direct contact with staff. The severe weather in July generated a large volume of hourly news releases many of which were carried by media, particularly radio, throughout New Zealand.

Council took part in the annual A&P Summer Show, attracting very high visitor numbers and informing the public about Council activities as wide-ranging as the make-up of the new Council, searching for a new water source, redesigning Kioreroa Cemetery, promoting the Environmental Enhancement Fund, promoting Second Hand Sunday and consulting on flood management for the Central Business District.

## Human Resources

As Whangarei has continued to grow as a District the demand for highly skilled and capable employees continues. We are competing in a global market to attract and retain people in some disciplines. To position ourselves as best we can we have continued to focus on areas that support us in becoming an 'employer of choice'. Initiatives include flexible working hours, participation in the Best Places to Work survey, ongoing commitment to Baldrige continuous improvement principles, performance based reward systems and an informal recognition scheme.

# 1. Governance and Leadership

## How we performed

What we will do/How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will employ and retain well qualified staff and communicate well with the people of the District. Our staff will have strong leadership and use processes that are best practice. Our decision-making will be open and transparent.	Council consults openly and effectively and communicates with the public on all decisions of significance, all new policy and all items required by legislation.	We will measure residents' and ratepayers' level of satisfaction with Council's decision making process in our annual Communitrak Survey.	65% satisfied	51%	The target was not met, but the performance was a significant improvement on last year's figure of 37%. Criticism by the public often reflects their dislike of the decision made rather than the process. On reflection the target set in the LTCCP was probably unrealistic.
We will support collaboration and partnership projects.	Council supports and promotes partnership development and collaboration through the Northland Intersectoral Forum comprising all major stakeholders to the community outcomes process. This is manifested in the creation of a Partnership Charter. Service Level Agreements will be developed over the next three years to strengthen delivery of community outcomes.	We will measure residents' and ratepayers' level of satisfaction with Council's collaboration with other agencies in our annual Communitrak Survey and benchmark our performance against other Councils.	65% satisfied	90%	90% of those who felt they were able to comment were satisfied. A large percentage of the people surveyed (39%) felt they were unable to comment.
We will ensure local body elections, Council meetings and Council management activities are carried out efficiently	All Council meetings are conducted using standing orders and code of conduct, elections are contracted out under competitive tender and management activities and leadership utilise best practice techniques.	We will measure residents' and ratepayers' level of satisfaction with the conduct of Council meetings and fairness of tender procedures on our annual Communitrak survey.	65% satisfied	Conduct of Council meetings 62%  Fairness of Council's tender process 75%	Target met with 62% of those who felt they were able to comment being satisfied with the conduct of Council meetings and 75% with the fairness of Council's tender process. Dissatisfaction with the conduct of Council meetings is likely to be centred around the shorter meetings under the new Council, where there is less public debate as Councillors are expected to do more research to form a clear position before the meeting.

# 1. Governance and Leadership

## How we performed *(Continued)*

What we will do/How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
<p>We will communicate well, using best practices in communication and consultation.</p> <p>We will have a high level of two-way communication with residents and ratepayers.</p>	Council carries out communication with the public on a regular basis using publicly available meeting agendas, Council's newspaper column 'Council Connections', advertisements and statements of proposal during special consultative processes including public meetings.	We will measure residents' and ratepayers' level of satisfaction with Council's communication in our annual Communitrak Survey and benchmark our performance against other Councils.	70% satisfied	68%	The target was not met, however the "very satisfied" category increased from 13% in 2006/07 to 21% in 2007/08, attributed to changing the 'Council News' design to meet customer requests during the 2007/08 Annual Plan process. Council is continuing to identify customer requirements and make changes to address them. Benchmarking performance against other Councils has not been possible as this specific information is not collected.
<p>We employ and support an Iwi Liaison Officer and seek opportunities for collaboration and communication with Maori wherever possible.</p> <p>We will improve and maintain positive relationships with Maori.</p>	Council delivers service to Maori to ensure participation in decision making processes via a Maori Liaison Committee with iwi representation from the community assisted by two full-time staff and Environmental staff as required for Resource Management Act processes.	We will measure the level of satisfaction of ratepayers in general and Maori in particular, with the relationships Council holds with Maori.	65% residents satisfied  60% Maori satisfied	55%  Maori satisfaction not measured due to staff shortages during the year.	<p>Over 91% of those who did feel able to comment were satisfied. A large percentage of the people surveyed (40%) felt they were unable to comment.</p> <p>This area has been well below the staffing levels anticipated when the Maori satisfaction measure was set, and it has not been possible to do the work.</p>
We will have a high level of two-way communication with members of the community.	Councillors will show due consideration in the role that the Council will take in contributing to community outcomes; and whether existing activities are contributing effectively to the wellbeing of the district.	<p>We will measure the number of community consultations that Councillors attend and will relate these meetings with the total number of submissions received.</p> <p>Special note will be made of the number of consultations completed on Marae. These results will be reported annually</p>	<p>Minimum of 12</p> <p>Minimum of 4 on Marae</p>	<p>576</p> <p>8</p>	Councillors have exceeded the target by a wide margin. This target will be reviewed through the pending LTCCP process

# 1. Governance and Leadership

## What it cost

### GOVERNANCE AND LEADERSHIP - Activity Statement

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
User fees	8	-	7
Subsidies and Grants	84	-	5
Other Income	37	-	82
<b>TOTAL ACTIVITY REVENUE</b>	<b>129</b>	<b>-</b>	<b>94</b>
Operating Expenditure	9,037	8,788	8,401
Depreciation & Loss on sale of Assets	300	444	311
Interest Expense	20	25	51
<b>TOTAL ACTIVITY EXPENDITURE</b>	<b>9,357</b>	<b>9,259</b>	<b>8,763</b>
<b>ACTIVITY SURPLUS / (DEFICIT) BEFORE CORPORATE OVERHEAD RECOVERED</b>	<b>(9,228)</b>	<b>(9,259)</b>	<b>(8,669)</b>
Corporate Overheads Recovered	(5,383)	(5,055)	(4,976)
<b>ACTIVITY SURPLUS / (DEFICIT) AFTER CORPORATE OVERHEAD RECOVERED</b>	<b>(3,845)</b>	<b>(4,204)</b>	<b>(3,693)</b>
Capital Expenditure	228	367	254
<b>TOTAL SURPLUS / (DEFICIT) TO FUND</b>	<b>(4,073)</b>	<b>(4,571)</b>	<b>(3,947)</b>
<b>ACTIVITY COST FUNDED BY:</b>			
General Rates	3,773	4,127	3,636
Depreciation	300	444	311
<b>TOTAL ACTIVITY FUNDING</b>	<b>4,073</b>	<b>4,571</b>	<b>3,947</b>

# 1. Governance and Leadership

## GOVERNANCE & LEADERSHIP - Activities Surplus/(Deficit)

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>ACTIVITY REVENUE</b>			
Democracy Services	129	-	81
Iwi Liason	-	-	3
Communication	-	-	1
Human Resources	-	-	9
<b>TOTAL GOVERNANCE &amp; LEADERSHIP</b>	<b>129</b>	<b>-</b>	<b>94</b>
<b>ACTIVITY EXPENDITURE (NOT RECOVERED)</b>			
Democracy Services	3,974	4,204	3,773
Iwi Liason	-	-	3
Communication	-	-	1
Human Resources	-	-	10
<b>TOTAL GOVERNANCE &amp; LEADERSHIP</b>	<b>3,974</b>	<b>4,204</b>	<b>3,787</b>
<b>ACTIVITY SURPLUS/(DEFICIT)</b>	<b>(3,845)</b>	<b>(4,204)</b>	<b>(3,693)</b>

## CAPITAL EXPENDITURE

FOR THE YEAR ENDING	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000	Budget Variance \$000
<b>ACTIVITY DESCRIPTION</b>				
Democracy services	228	367	254	139
<b>TOTAL GOVERNANCE &amp; LEADERSHIP</b>	<b>228</b>	<b>367</b>	<b>254</b>	<b>139</b>

### Capital Expenditure Variance Explanations

Budget Variance \$,000	139	Hikurangi Service Centre carried forward to 2009
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## 2. Community Services

### Overview

Community Services aims to work in partnership to build strong communities where: people feel safe; included and able to participate. We do this through the provision of services such as pensioner housing, transport and settlement support co-ordination, as well as providing grant funding to support community organisations to deliver services, events and programmes for people of all ages from across the District. Contributing sub-activities include Forum North, Community Development and Pensioner Housing.

### Contribution towards the four wellbeings

Forum North contributes to the social, cultural and economic wellbeing of the District by providing venues for a wide variety of shows, exhibitions, conferences and events.

Community Development contributes to all four wellbeings by working with community organisations and groups to promote opportunities for active participation in a wide range of community activities; by enhancing the settlement experiences of new migrants and helping them integrate with the community; by encouraging safer community programmes and initiatives; and by leading strategies to empower the District's youth, the older person and those living with a disability. It also creates opportunities to celebrate the cultural values and diversity of the people of the District; supports the efforts and potential economic benefit of the tireless work of volunteers for the greater good; enhances opportunities for the community to participate in events and projects occurring within the unique natural environment of the District; and strengthens social cohesion by supporting projects and events that provide opportunities for communities to work together to achieve a common goal.

Pensioner housing provides social benefits directly to its tenants and indirectly to the community by providing accessible affordable and appropriate rental housing in which older tenants feel safe and secure.

### Report for the year

Forum North's Performance, Conference & Expo Centre performed well financially, controlling expenditure to well within budget for the year. With a greater level of consistency in staffing resources the operational management of the facility is improving.

Due to the age and high use of the facility, ongoing maintenance is very important. We were able to upgrade seating in the conference suites and rigging in the staging area to improve standards.



Forum North continues to be a focal point for the community and community groups, with over 67% of hired time of the facility being devoted to community groups. Community groups are encouraged to use the facility by discounted venue hire rates.

Council owns and maintains 165 **pensioner units** across 16 different locations. Over the year our scheduled maintenance programme continued to replace stoves/cookers, fitted carpets and vinyl coverings. The 2007/08 year saw modernisation of 8 bathrooms, 10 kitchens, 29 carpets and floor coverings, 15 stoves, with 5 major décor upgrades, with 1 complete re-fit and major exterior maintenance at the Maunu Rd location. Staff continue to work closely with Housing New Zealand to secure future funds to modernise Council's complete pensioner asset.

Following the appointment of the Community Safety Advisor, work has begun with several sector and community groups to address those issues highlighted as most needed. This has already ensured recognition of the need for crime prevention measures to be incorporated in proposed facility designs, together with some existing sites identified as needing consideration.

The Community Safety Advisor works closely within the inter-agency Safer Whangarei Executive Group which meets regularly to discuss safety issues throughout the District. The launch of the City Safe programme is envisaged to be a success with all key stakeholders fully supportive of the initiative. This promotion anticipates a significant and confident community involvement resulting in a safer and more vigilant society and leading to a growing perception that the District is a safer place to live, work and visit. The Alcohol Accord partnership continues to look at progressive ways of finding solutions to reduce inner-city crime and disorder and support the nationally recognised initiative 'Nite Flite'.

2007 saw **graffiti vandalism** become a priority community issue for many parts of the District. As an indicator crime this activity has strong correlations with our work around community safety. In 2007/08 Council has responded to the graffiti vandalism epidemic in a number of ways. While the Parks Department manages the contract with D'Tag graffiti removal services, many other responses throughout the District are more holistic and community driven. Community services has a lead role in a number of initiatives but takes a collaborative approach to all graffiti vandalism reduction initiatives. For 2007/08 some of these have been:

- An improved graffiti tracker database with the police
- Pīpīwai community clean up days
- Community Graffiti Removal in Otangarei
- The Smeaton Drive clean-up day

## 2. Community Services

- Key stakeholder meetings to identify gaps with graffiti vandalism reduction
- Community liaison, education and CPTED assessments
- Successful funding applications to the Ministry of Justice's Crime Prevention Unit.

In September 2007 the Council adopted the **Community Halls** Strategy to identify its roles and responsibilities to the community halls committees throughout the District. This strategy is complemented by the Community Halls Maintenance Fund which took applications in February 2008. Assessed on halls' outstanding maintenance issues and the number of people using each hall; 17 committees received financial support, averaging approximately \$7,000 per hall.

Council has continued its traditional role of **supporting community services through concessions and grants** as outlined below:

### Annual Support Grants:

- Arts, Culture & Heritage Sector \$913,130 which includes:
  - Whangarei Museum & Heritage Park \$428,480
  - Whangarei Art Museum \$281,750
- Recreation Sector \$121,140
- Social Sector \$42,000

### Other grants:

- Residents and Ratepayer Associations \$10K
- Secondary School Scholarships \$8,000
- Community Halls \$135,000
- Performing Arts Grants \$15,000
- Youth Initiatives Funding \$100,000

### Community Grants

Council made grants of \$20,700 towards events and projects for community benefit.

### Creative Communities Scheme

\$45,856 was received from Creative New Zealand to provide funding assistance for arts projects that increased active participation in arts in the community. Grants totalling \$47,645 were made to 20 organisations.

A review of funding has been undertaken and in the new financial year Council approved a policy and administrative guide that:

- Will provide for funds to be open for a limited period each year so that
- Use a tiered decision making process to provide organisations with a decision more promptly for small grants
- Clearly outline funding eligibility criteria on application forms.

The **Total Mobility Programme**, a nationwide scheme that is designed to increase the mobility of people with disabilities, continues to operate successfully in Whangarei. In partnership with Land Transport NZ and Northland Regional Council, Whangarei District Council continues to contribute 60% of the funds required for this programme.

This year Council continued to contribute towards the Whangarei District **bus service**, with the contract managed on our behalf by the Northland Regional Council. In June 2008 the Rose Street Bus Terminus received a maintenance upgrade to improve public safety by increasing the lighting, improving the colour scheme and locating a CCTV camera. The growth figures for passengers on the public transport system in 2006/07 continued in 2007/08.

The **Beach Bus** ran for 3 weeks in January 2008. A number of changes were made to the service to reduce the per-passenger cost of the 2007 service. During this time nearly 100 passengers were taken to Oceans and Waipu beaches.

The second year of **Settlement Support** has consolidated the information service for newcomers and migrants in Whangarei. The initiative, funded by the Department of Labour, aims to coordinate settlement information that is available to migrants, refugees and their families and help mainstream services to understand and respond to the needs of the growing diverse population. A local steering group of representative migrants and services continues to provide advice and guidance to the coordinator. A wide network of stakeholders (Local Settlement Network) meets twice a year to identify issues in the migrant community and is creating a local settlement plan. Many issues identified in the first year have been addressed successfully, including the establishment of interpreter services through the health system.

A special project was undertaken which sought to inform the various migrant & ethnic community groups in Whangarei about the benefits of gaining legal status. This project has led to the establishment of several groups to support newcomers' integration and maintain cultural heritage.

## 2. Community Services

A series of eight information seminars on a range of topics was organised to provide migrants with information to assist settlement and integration into the Whangarei community. Six seminars were also held for service providers to help them understand migrants' needs and plan to respond to them.

A clear point of contact has been established at the Customer Services Centre where the coordinator is available on Fridays for any migrants to drop in with queries. The Coordinator is now receiving an average of 8 enquiries each week from migrants and services seeking settlement information. A new Welcome Pack is available from Customer Services and the I-Site which includes a raft of information brochures from local services. The Settlement Support web pages are now translated into Chinese and Korean languages. The 80 page booklet, along with other promotional material has been distributed to local employers to support the settlement of their newcomer employees. The Settlement Support service is now making a very positive difference in the experience of newcomers to Whangarei.

### Positive Ageing Strategy

In November 2007 an Advisory Group was established so that the Council could work collaboratively and across different sectors with community representatives from agencies, organisations and services delivering to the older person's sector. These appointments completed the goals set by the Council and submitted to the Office for the Senior Citizen for the 2007/08 financial year.

Council is working with the Advisory Group to identify issues and possible solutions to achieve an outcome of a community where older people have access to the information that will enable them to continue to enjoy an active retirement in their area of choice within the District.

Community Services has continued to work with a number of youth service providers and provide support to the **Youth Sector** through the Youth Initiatives Fund (YIF). Work in late 2007 early 2008 has completed the community consultation for the Council's upcoming Youth Action Plan. Engagement in the Whangarei Youth Network continues to shape this portfolio and this activity has seen community services staff play a role in helping the network with a media plan, fund allocation for youth week, a submission to Council's Annual Plan, resourcing a coordinator and a database. Council ran a workshop for youth workers with the Electoral Education Commission to inform others about engaging youth in the electoral system. Staff worked with Road Safety, NZ Rotary, ACC and the Police to bring a week of the road safety programme RYDA for high school students from around the District. The YIF also funded touch rugby, Stage Challenge and Tornado Youth in Hikurangi in 2007/08.



Above: Reed Park



Above: Rainbow Sculpture

## 2. Community Services

### How we performed *(note Civil Defence has been moved to Infrastructure)*

What we will do/How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
Forum North conference and theatre facilities will be run efficiently, well maintained and affordable for community groups.	66% of residents are satisfied with the facilities at Forum North.	We will measure residents' and ratepayers' level of satisfaction with the Forum North facilities and staff.	68% satisfied	92%	A significant improvement for 2007, potentially as a result of improved air-conditioning, painting and floor upgrade of exhibition hall.
	55% average occupancy rate for Forum North	We will measure the occupancy rate for Forum North facilities.	57% occupied on average	52%	The target was not met. This may be indicative of increased competition specific to Barge Park and the new Cricket Pavilion facilities.
We will maintain existing pensioner housing and ensure high occupancy rates and satisfaction levels with the standard of accommodation and service.	95% units relet within 14 days of becoming vacant.	We will measure the occupancy rates of pensioner housing, the percentage of units let to people in the target group (pensioners) and the speed with which complaints are resolved, and publish the results.	95% units relet within 14 days of becoming vacant	99%	The target was met apart from 3 occasions when units remained empty for three weeks while extensive maintenance work was completed. Tenancy turnover for the year sits at 24% with a total of 79 eligible individuals waiting for available units.
	100% of units let to people in the target group (pensioners)		100% units let to pensioners	100%	All tenants eligible for occupancy.
	95% complaints resolved within 3 working days.		95% of complaints resolved within three working days	95%	Most pensioner based complaints appear to revolve around parking or the lack of it.
We will work with a network of community organisations with a safety focus and divisions in Council to help create a safer district.  We will employ a specialist Safer Communities Adviser and prepare and implement a Safer Communities Strategy.	86% of residents feel Whangarei District is definitely or mostly a safe place to live.	We will measure residents' and ratepayers' perception of safety in our annual Communitrak Survey and benchmark our performance against other Councils.	86% definitely or mostly safe	88%	Target met.

## 2. Community Services

### What it cost

<b>COMMUNITY SERVICES - Activity Statement</b>			
	<b>Actual 2008</b>	<b>Budget 2008</b>	<b>Actual 2007</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
User Fees	871	890	799
Subsidies and Grants	262	273	333
Other Income	72	42	313
<b>TOTAL ACTIVITY REVENUE</b>	<b>1,205</b>	<b>1,205</b>	<b>1,445</b>
Operating Expenditure	4,140	4,808	3,764
Depreciation & Loss on sale of Assets	342	510	315
Interest Expense	6	7	44
<b>TOTAL ACTIVITY EXPENDITURE</b>	<b>4,488</b>	<b>5,325</b>	<b>4,123</b>
<b>ACTIVITY SURPLUS / (DEFICIT) BEFORE CORPORATE OVERHEAD RECOVERED</b>	<b>(3,283)</b>	<b>(4,120)</b>	<b>(2,678)</b>
Capital Expenditure	327	351	164
<b>TOTAL SURPLUS / (DEFICIT) TO FUND</b>	<b>(3,550)</b>	<b>(4,471)</b>	<b>(2,833)</b>
<b>ACTIVITY COST FUNDED BY:</b>			
General Rates	3,086	3,759	2,518
Public Debt	122	202	-
Depreciation	342	510	315
<b>TOTAL ACTIVITY FUNDING</b>	<b>3,550</b>	<b>4,471</b>	<b>2,833</b>

## 2. Community Services

### 2007/2008 Community Services Activities Surplus/(Deficit)

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>ACTIVITY REVENUE</b>			
Forum North	296	256	286
Pensioner Housing	646	675	663
Community Development	263	274	496
<b>TOTAL COMMUNITY SERVICES</b>	<b>1,205</b>	<b>1,205</b>	<b>1,445</b>
<b>ACTIVITY EXPENDITURE</b>			
Forum North	1,021	1,198	1,071
Pensioner Housing	599	702	513
Community Development	2,868	3,425	2,539
<b>TOTAL COMMUNITY SERVICES</b>	<b>4,488</b>	<b>5,325</b>	<b>4,123</b>
<b>ACTIVITY SURPLUS/(DEFICIT)</b>	<b>(3,283)</b>	<b>(4,120)</b>	<b>(2,678)</b>

### CAPITAL EXPENDITURE

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000	Budget Variance \$000
<b>ACTIVITY DESCRIPTION</b>				
Forum North	122	202	8	80
Pensioner Housing	196	149	148	(47)
Community Development	9	-	8	(9)
<b>TOTAL COMMUNITY SERVICES</b>	<b>327</b>	<b>351</b>	<b>164</b>	<b>24</b>

#### Capital Expenditure Variance Explanations

Budget Variance \$,000	24	Not material
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# 3. Financial Management and Business Development

## Overview

This activity plays a key leadership and stewardship role. It provides support and encouragement for the organisation to manage and use its financial resources on a day to day basis as well as the long term planning aspects.

Business development is about growing businesses in our areas for residents, visitors and business. We deliver a variety of services through the support of a number of agencies and Council Controlled Organisations including tourism sites, events and attractions, and support for regional strategies.

Property management services provide acquisition, disposal and administration services, including maintenance of land and buildings for purposes specific to Council and community requirements.

Contributing sub-activities are Finance, Rates and Property Management.

## Contribution to the four wellbeings

Financial management activities ensure Council has sufficient funds to finance spending on community infrastructure amenities and initiatives. These activities have a favourable impact on the social, cultural, economic and environmental wellbeing of the community.

Minimising the amount of rates required to provide the level of services requested by the community impacts on the affordability of living in the District. Sound stewardship of financial resources ensures a high standard of benefits from the level of rates and charges set by Council.

The operation of a commercial property portfolio at commercial investment returns lowers Council's dependence on rating revenue. These activities provide economic benefits to the community as they contribute towards the funding of other Council activities. The contribution towards operational costs is over \$1.5 million per annum.

Business development contributes to the economic wellbeing of the District by encouraging businesses and visitors.



## Report for the year

### Property

Funding was secured from the Ministry of Transport for airport upgrade/extension work to commence late in 2008.

Long term debtors in property were reduced by a further 50%, market rents continued to be implemented to reflect the full value of the property portfolio, we identified and sold \$1.8 million of surplus land and overall revenue was \$1 million ahead of budget. Further purchases of properties in Park Avenue were made for the Kensington Park expansion. New parking fees were implemented to align with the CBD parking strategy.

Forestry harvesting was brought forward to reduce the risk associated with proposed changes in legislation.

Council owned Community Halls all received increased maintenance investment.

Two long term vacancies were filled and the Property Department is now fully resourced.

### Finance

With the change in the corporate computer package, the main focus for the year for finance was the review of the financial systems both existing and new in preparation for the new financial software. A lot of work was directed at developing a new chart of accounts to meet the needs of the organisation along with data conversion and ensuring that the new software and workflows of the organisation were compatible.

### Rates

The Rates department's key project was ensuring that the property database was prepared for conversion to the new software and that the integrity of the database was ensured.

### 3. Financial Management and Business Development

#### How we performed

What we will do/ How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will employ and retain well qualified staff who will maximise financial efficiency.	Council currently receives unqualified audit reports on Annual Reports. This level of service to be extended to LTCCP documents.	We will receive an unqualified audit report from Audit New Zealand.	Unqualified audit report for the Annual Plan and LTCCP.	Annual Plan LTCCP were not audited. The annual report received an unqualified audit opinion.	Neither plans required auditing during the 2007/08 year.
We will manage Council's finances prudently.	Council currently receives unqualified audit reports on Annual Reports. This level of service to be extended to LTCCP documents.	We will measure our spending against the average of other Councils using G9 surveys published 'Base Statistics' by Larry Mitchell.	To remain in lower half of statistics.	Achieved	WDC spent \$2,748 per ratepayer against a group average of \$2,996.
We will have systems in place that ensure our accountability practices are efficient and effective.	The level of service is to produce fully informative reports and plans covering Council's finances following Best Practice Guidelines issued by Audit New Zealand, SOLGM and LGNZ.	We will measure residents' and ratepayers' level of satisfaction with Council's accountability in our annual Communitrak Survey. We will publish the findings of this survey	68% satisfied	58% satisfied	This measure has improved markedly on last year (46%) however the reasons for the level of dissatisfaction are difficult to determine from the survey.
We will consult with the community about its needs and ensure all points of view are represented in decision making.  We will make the best use of funding to achieve fairness and equity.	The current levels of fairness and equity are delivered by a balanced approach to the use of intergenerational benefits and the use of differential rate charges to sectors of interest in the community. This balances the use of loan funding at prudent levels with charges to ratepayers based on ability to pay.	We will measure residents' and ratepayers' level of satisfaction with Council's fairness in use of funding and the appropriateness of its expenditure, in our annual Communitrak Survey. We will publish the findings of this survey.	65% satisfied	61% satisfied	A move to directing expenditure on infrastructural projects has been made in response to ratepayers. Additionally increases in rates have been reduced by the current Council. It is hoped that this will improve ratepayers' satisfaction.
We will minimise operational costs and carefully scrutinise all proposed capital projects; and maximise funding sources other than rates where possible  Rates will be set at an acceptable level for the community.	Ratepayer overall satisfaction is at 60% currently.  Maintain all Council services with rates set at levels below G9 average charges as measured by 'Base Stats' survey.	65% satisfied  We will measure the average rates of other councils compared to Whangarei District Council using G9 Base Stats reports.	61% satisfied  <average budgeted rates per property of other Councils	51% satisfied  Not achieved	This was an improvement on last year (51%) however the target was not met. Council has stated its commitment to improved financial management.  WDC had an average rate of \$1,430 compared to the average of the group of \$1,430. Plan restrictions on rate increases should see WDC again fall below the average.

### 3. Financial Management and Business Development

#### How we performed *(Continued)*

What we will do/ How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will have systems in place to achieve a collection rate of no less than 98% of current years rates.  Rates will be collected efficiently	Rates will be collected on at least 98% of all properties levied in any rating year with 100% collected over time	Rates will be collected on at least 98% of all properties levied in any rating year with 100% collected over time	Rates will be collected on at least 98% of all properties levied in any rating year with 100% collected over time	98.18%	Actual collection was 97.99%. However, Council (by resolution) has postponed the rates up until 30 June 2009 for those people who applied for rates relief because of serious storm damage to properties during March and July 2007. The amount not paid as at 30 June 2008 is \$107,732. When this amount is taken into consideration the collection rate is 98.18%.
We will employ specialist property staff and ensure the appropriate systems are in place.  Property investments will be managed efficiently and effectively.	All property managed by Council to have condition rating surveys conducted to maintain at least 80% current rating.  All property to achieve commercial ground lease returns of at least 8.5% where identified as commercial.  All non-strategic property to return 7.5%.  Costs of managing property portfolios to be no higher than 8% of gross revenues.	We will publish the number of properties that have a current condition survey.  We will measure the average gross return on ground lease property values each year and report the results.  We will measure the average gross return on non-strategic commercial property values each year and report the results.  We will measure administration costs of all properties as a percentage of gross revenue each year and report the results.	80% of properties have a current condition survey  Average annual gross return not less than 8.5% on ground lease property values.  Average annual gross return of not less than 7% on non-strategic / commercial property values.  Administration costs including corporate overheads not more than 8% of gross revenue each year.	92%  19.53%  6.3%  13.82%	The Property Department performed a more comprehensive review of the property assets, specifically Pensioner Housing, Town Basin and Civic Buildings. General Houses (27) are reviewed continually as part of Council's tenancy obligations through an independent service provider.  The 2007/08 period is reflective of Council ensuring policy is adhered to and market rents are implemented at the times indicated in the lease documents.  The target was not met. Revenue has increased by 14% but property values have almost doubled (property value increased from \$18 million to \$30 million).  The target was not met. The result is indicative of total administration costs associated with commercial property, community property and civic buildings. The annual result for this year compares favourably to the 18.5% achieved last year.

## 3. Financial Management and Business Development

### What it cost

#### FINANCIAL MANAGEMENT AND BUSINESS DEVELOPMENT - Activity Statement

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
Rating Revenue	-	-	-
Less Rates Levied on Council Activities	-	-	-
User Fees	5,578	3,757	3,910
Interest Income	160	377	267
Other Income	382	357	505
<b>TOTAL ACTIVITY REVENUE</b>	<b>6,120</b>	<b>4,491</b>	<b>4,682</b>
Operating Expenditure	5,550	6,152	5,093
Depreciation & Loss on Sale of Assets	351	30	327
Interest Expense	21	20	108
<b>TOTAL ACTIVITY EXPENDITURE</b>	<b>5,922</b>	<b>6,202</b>	<b>5,528</b>
<b>ACTIVITY SURPLUS / (DEFICIT) BEFORE CORPORATE OVERHEAD RECOVERED</b>	<b>198</b>	<b>(1,711)</b>	<b>(846)</b>
Corporate Overheads Recovered	(2,606)	(2,229)	(2,625)
<b>ACTIVITY SURPLUS / (DEFICIT) AFTER CORPORATE OVERHEAD RECOVERED</b>	<b>2,804</b>	<b>518</b>	<b>1,779</b>
Capital Expenditure	307	-	-
<b>TOTAL SURPLUS / (DEFICIT) TO FUND</b>	<b>2,497</b>	<b>518</b>	<b>1,779</b>
<b>ACTIVITY COST FUNDED BY:</b>			
Depreciation	350	30	327
General Rates	(2,847)	107	(2,106)
Public Debt	-	(655)	-
<b>TOTAL ACTIVITY FUNDING</b>	<b>(2,497)</b>	<b>(518)</b>	<b>(1,779)</b>

### 3. Financial Management and Business Development

#### 2007/2008 FINANCIAL MANAGEMENT AND BUSINESS DEVELOPMENT - Activities Surplus/(Deficit)

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>ACTIVITY REVENUE</b>			
Finance	80	537	66
Rates	280	288	272
Property Management	5,760	3,666	4,344
<b>TOTAL FINANCIAL MANAGEMENT AND BUSINESS DEVELOPMENT</b>	<b>6,120</b>	<b>4,491</b>	<b>4,682</b>
<b>ACTIVITY EXPENDITURE</b>			
Finance	1,827	2,299	1,721
Rates	1,138	1,223	1,100
Property Management	2,957	2,680	2,707
Less Overhead Recovered	(2,606)	(2,229)	(2,625)
<b>TOTAL FINANCIAL MANAGEMENT AND BUSINESS DEVELOPMENT</b>	<b>3,316</b>	<b>3,973</b>	<b>2,903</b>
<b>ACTIVITY SURPLUS/(DEFICIT)</b>	<b>2,804</b>	<b>518</b>	<b>1,779</b>

## 4. Infrastructure Services

### Overview

Council is responsible for providing infrastructure (water supply; sewage and stormwater networks and treatment facilities; rubbish and recycling operations; and the roading network) to meet the current needs of the District, and is also tasked with planning for future requirements. Provision of infrastructure is considered in terms of perpetuity, and therefore maintenance of assets to provide acceptable service delivery on a continual basis is paramount.

Infrastructure Services are concerned with public health and safety. These services are also key to the economic well-being and prosperity of the District, ensuring that growth is catered for in a sustainable manner, which manages and protects both the community and the environment.

Civil Defence and Rural Fire actively support the protection of people and property.

Infrastructure planning and management is the largest area of operation for Council. Sub-activities include Roothing, Water, Wastewater, Stormwater, Solid Waste and Civil Defence and Rural Fire.

### Contribution to the four wellbeings

**Civil Defence Emergency Management and Rural Fire** contribute to all the wellbeings by proactively encouraging the community to plan for emergencies, as much as possible, and by providing support in times of need.

**Roothing** contributes to the social, environmental and economic wellbeings by maintaining and upgrading roads. Road access is fundamental to enable participation in the social and economic activities of the community. Keeping the transport network in good working order helps keep traffic moving, reduces vehicle operating costs, saves fuel and keeps people safe. Likewise the provision of carparks and footpaths contributes to these three wellbeings.

**Solid waste** services provide social and environmental contributions to community wellbeing; the individual ratepayer benefits from the convenience of disposal while the community benefits through the safeguarding of public health and avoiding problems of illegal dumping. The environment benefits from our recycling initiatives.



The supply of potable **water** for drinking contributes to the social wellbeing of the community by helping maintain public health, providing fire fighting coverage and backup supply for those not on reticulated water supplies. Water is of high cultural significance and the provision of a safe clean water supply, with minimal wastage, is of value to all cultures. Some water catchments provide protected environments for flora and fauna as well as recreational activities.

The safe and efficient discharge of **stormwater** has social, cultural, economic and environmental impacts on the wellbeing of the community through the positive effects on public health and the environmental benefits.

### Report for the year

#### Civil Defence and Rural Fire

Council's Emergency Operations Centre (EOC) was activated for the large storm event in July 2007. The EOC was activated for 3 days and Council's Recovery team was fully involved in the clean up through until December.

Each year a work plan is formulated for the Civil Defence Emergency Management Team which outlines the key projects for the year. In the 2007/2008 year the focus has been on engaging with the community through the community response plan process. The community response plan for Ruakaka was signed off by the community in June and several of the plan's volunteers attended a recent Welfare Centre course hosted by the Northland Civil Defence Emergency Management Group. Community response plans are currently under way for the Whananaki, Whangaruru, Hikurangi and Waipu communities.

During the last year there was a national focus on New Zealand's tsunami hazard and much work was done nationally on tsunami signage and community based tsunami evacuation planning. During this process the Whananaki community volunteered to be a pilot for the community based tsunami evacuation planning. The Institute of Geological and Nuclear Sciences and Council worked with the Whananaki community over a 10 month period to formulate their own tsunami evacuation map. This work was then included in the national standard which is just being published.

The second focus of the 2007/2008 work plan has been on training and up-skilling Council's Emergency Operations Centre staff. Over 12 training and exercise sessions were held and Council also participated in the national Civil Defence exercise, Exercise Ruaumoko, which was based on a volcanic eruption in Auckland.

## 4. Infrastructure Services

In April the 3rd annual Civil Defence Emergency Management Forum was held in Forum North. The Forum is a half day seminar consisting of a series of presentations by key stakeholders in the CDEM field. The theme for this year's forum was community based CDEM planning. The event is organised by the Northland Civil Defence Emergency Management Group, of which Council is a member. The audience at

the forum was made up of volunteers, the emergency services and other key CDEM support agencies in Northland. Council was represented at both the political and staff level.

A rural fire training camp was held in June 2008. The camp was a joint one held with the Far North District Council and over 50 volunteers from both councils gained qualifications and practical experience over the two day training camp. Council was solely responsible for the organisation of the camp. An exercise based in a neighbouring forest was held on the Sunday and the volunteers got the opportunity to work with Skywork helicopters to practice setting up helipad operations.

### Water

The main focus for Water Services was the ongoing upgrade of the Ruakaka Water Treatment Plant. This project is progressing well and when completed will allow treatment of up to 12,000 cubic metres of water per day from the Wilsons Dam and Ruakaka River.

A number of very old water mains were replaced along with water meters as part of the ongoing renewal programme. Over 4km of new fire fighting water main was installed at Takahiwai to bring the water network in the area up to fire fighting standards. Work was also undertaken on the Tikipunga reservoir to repair damage and to bring the structure up to current earthquake standards.

### Roading

A number of significant **storm events** during the past 18 months have had a significant impact both on Council roads and the completed roading programme for the year. \$16.9 million worth of damage has occurred on Council's roads since March 2007 of which \$8.1 million was partly funded by deductions in the approved roading programme as well as from other areas of Council's operations during the 2007/08 financial year. A further \$5.0 million of repairs is programmed to be completed in the 2008/09 financial year and the remainder of these costs will need to be funded by deductions in the future years' programme of works.

Council achieved a substantially **reduced Capital Works Programme** for the year due to reduced Council funding as a result of to the need to offset storm damage repair works and increased costs from the escalation in the oil price affecting construction costs.

Council continued with its capital renewal programmes on the District's roads and completed approximately 7.5 kms of **seal extensions** and 12 kms of **sealed road reconstruction**. A further 69 kms of the sealed network was resealed during the year and two large steel Armco culverts were replaced with concrete box culvert structures as part of Council's bridge replacement programme.

During the year, Council continued with its programme of **upgrading logging routes** for the harvest of Northland's forests and the transport of those logs to the new port at Marsden Point or to further processing in Whangarei. A further 6.4 kms of works were completed on the Mangakahia Valley roads during the year and construction works continued on 3.6 km of Pipiwai Rd to complete the development of a bypass route for the Pipiwai Valley forest blocks using Wrights and McCardle Roads to reduce the numbers of logging trucks required to travel through the Whangarei urban area. Funding for these works comes from the Government's Regional Development Programme, which is currently fully funded at a 100% subsidy rate.

Council's programme also includes ongoing improvements to the **safety** of our roading network. This work involves a wide range of measures including; improved road markings and signage; installing 'traffic calming' measures such as speed bumps; installing pedestrian crossings; school zones and traffic light upgrades to protect pedestrians and the travelling public. We approach road safety by considering each area as a whole. We work with our stakeholders, including the Police, LTSA, ACC, RoadSafe Northland and the Community, to identify action needed to deal with key safety issues. Over the last five years, we have delivered significant safety improvements, and maintained Whangarei's accident rate at or just slightly above the average of communities of a similar size in the North Island.

Maintenance is an important aspect in continuing to provide safe accessible passage for the public. This is reflected in our road and footpath programmes. Council carries out an annual programme of footpath reconstruction, which sees approximately 2.4 kms of the total 378 kms of footpaths upgraded or replaced each year. These upgrades are based on footpath inspections and analysis of public complaints. Council constructed up to 480 metres of new footpaths and kerb and channel projects during the year.

## 4. Infrastructure Services

Council's vision is to see the introduction of a network of cycleways, which make use of existing footpaths and roads by providing cycle lanes. Where finances permit, we would also like to introduce dedicated combined cycleway/footpaths. During the year Council adopted a walking and cycling strategy for Whangarei to achieve this goal.

Funding for the start of an implementation programme of a walking and cycling network in the Whangarei urban area has been deferred this year due to the extra costs associated with storm damage repairs.

Council continued with land purchase, investigation and design for a number of large projects programmed in future years in the LTCCP including the Spedding Road Link, the Porowini Ave extension and the Lower Harbour Bridge projects.

### Wastewater and Stormwater

Wastewater upgrades progressed on a number of fronts during the year as part of the major programme Council is running to address capacity issues and meet changing resource consent requirements for treatment standards. Ngunguru, Hikurangi and Waiotira plants were well advanced with upgrades at year end, and Waipu's treatment plant was mid way between two significant stages of upgrade to increase its capacity. The main Whangarei treatment plant had new sand filter capacity installed during the year as part of the ongoing program for that facility.

The new treatment plant for Oakura was constructed during the year and laying of pipelines to connect up properties was underway at year end (completion date programmed for the end of calendar year 2008). Upgrades to the wastewater pumpstation network continued as part of the programmed works, and replacement of a key section of the pumping main from the major Okara Park pump station to the Whangarei Treatment plant took place (to improve surety of service over a section of line which has given problems over several years).

Consultation on modelling relating to Whangarei's urban wastewater network was undertaken during the year, particularly in relation to the strategy for reducing wet weather overflows from various locations in the network. This consultation will continue in the build-up to the 2009-2019 Long Term Council Community Plan (LTCCP) and will be part of the input into Resource Consent applications to the Regional Council.

Considerable planning and negotiation during the year saw a major agreement signed with developer interests to address the long term funding and programming of treatment and trunk main provision for the fast expanding Ruakaka/One Tree Point area. In the same catchment design of reticulation for the existing Ruakaka South community, presently served by septic tanks, was undertaken after requests from the community came forward during the 2007/08 Annual Planning cycle.

Although the public toilet upgrade program was curtailed by budget restrictions during the year a new facility at the key Whangarei Falls Reserve was nearing completion at year end to replace the very dated old structure.

Stormwater works were restricted by budget availability during the year but progress with several Catchment Management Plans was achieved. Consultation on options for CBD Floodplain Management was advanced during the year, with finalising of a strategy anticipated during 2008/09.

Reviewed Bylaws for Trade Waste and Solid Waste were prepared alongside new Bylaws for Stormwater and Wastewater. These Bylaws were open for public consultation at year end.

### Solid Waste

Drainage improvements required under the consent to operate Pohe Island as a closed landfill were carried out along the Riverside Drive frontage during the year. Progress with planning for landfill availability after current contracts expire with the operators of Redvale Landfill was advanced during the year, including the issuing of requests for proposals to the market place. Council's Solid Waste Management Plan was updated during the year.

## 4. Infrastructure Services

### How we performed

What we will do/ How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will provide roads (in conjunction with Transit NZ), footpaths, street lighting and carparking for the District.	60% of respondents to Communitrak Survey expressed overall satisfaction with the roading network.	We will measure residents' and ratepayers' satisfaction with the roading network in our annual Communitrak Survey.	65% satisfied	65% satisfied	Target met.
We will do this in such a way that the District is easy to get around and safe, maintaining an adequate infrastructure for homes and businesses.	85% of the District's sealed roading network meets average smoothness standards.  No road closures exceeding 24 hours.  Equal to Land Transport New Zealand Peer Group average of crashes and casualties per 10,000 population (5 year average).	We will measure the smoothness of our sealed roads compared to average smoothness standards.  We will measure the number of road closures exceeding 24 hours on arterial routes.  We will measure the number of traffic accidents and casualties and compare them with our LTSA peer group.	90% of sealed roading network meets the average smoothness standards  No closures exceeding 24 hours  <average no. of accidents (25) and casualties (35) in LTSA peer group.	82% of vehicle kilometres travelled on Council roads are classified as smooth.  A number of road closures exceeded 24 hours.  27 crashes and 36 casualties per 10,000 of population	The target was not met. Deferral of approved works due to storm damage has resulted in a reduced standard being achieved.  Storm events caused significant damage with resultant closures that were unable to be reopened within 24 hours.  Council programmes ongoing improvements to the safety of our roads. We work with our stakeholders to identify action needed to deal with key safety issues. Fatal and serious crashes in the District have been relatively steady over the last 10 yrs. The biggest change has been the increase in the reporting of minor injury crashes.
We will provide a continuous supply of town water to New Zealand Standards at a reasonable cost, maintaining an adequate infrastructure for homes and businesses.	90% of respondents to Communitrak Survey expressed overall satisfaction with the taste, odour and colour of water.  97.5% compliance with NZ Fire Service Code of Practice for fire-fighting water supplies.	We will measure residents' and ratepayers' satisfaction with the taste, odour and colour of water in our annual Communitrak Survey.  We will measure and report on compliance with the NZ Fire Service Code of Practice for fire fighting water supplies, using the length of undersized water mains.	91% satisfied  10,710 m of undersized mains (97.5% compliance)	95% satisfied  6,630 metres (98.3%)	Target met.  Over 4 kilometres of fire mains have been installed at Takahiwai.

## 4. Infrastructure Services

### How we performed *(Continued)*

What we will do/ How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will provide a continuous supply of town water to New Zealand Standards at a reasonable cost, maintaining an adequate infrastructure for homes and businesses.	Across the District there is 48 hours' storage at current peak daily demand levels.	We will measure and report on water storage capacity, using the percentage of capacity across the district for 48 hours' storage at current peak daily demand levels.	80%	95%	The new network model indicates that only 5% of customers would not receive supply in the event of a disruption in water treatment.
	100% compliance with New Zealand Drinking Water Standards 2005. All treatment plants have a minimum risk standard of Bb.	We will measure and report on compliance with New Zealand Drinking Water Standards 2005.	100% - Majority of plants will have a risk standard of A by 2009	100% compliance with Drinking Water Standards. Majority of plants A or A1 grade.	
	100% compliance with set response times. 95% customer satisfaction.	We will measure and report on responses to requests for service, measuring compliance with our set response times for particular types of service calls, and our customer satisfaction rate.	Compliance with response times- 100%  Customer satisfaction 95%	100% response times  99.9% customer satisfaction	
	District can withstand 1-in-50 year drought.	We will measure and report on preparedness for 1-in-50 year drought events.	100%	100%	
We will provide wastewater and stormwater services in such a way as to maintain a safe and healthy natural and physical environment with adequate infrastructure for homes and businesses.	Fewer than 7 blockages / spills / breaks per 100km of sewer line per month.	We will measure the number of blockages / spills / breaks per 100kms of sewer line per month.	<7 blockages / spills / breaks per 100kms of sewer line per month	5.2	
	Fewer than 25 houses or businesses flooded each year.	We will measure the number of houses or businesses flooded each year.	<25 houses or businesses flooded each year	9	

## 4. Infrastructure Services

### How we performed *(Continued)*

What we will do/ How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will provide wastewater and stormwater services in such a way as to maintain a safe and healthy natural and physical environment with adequate infrastructure for homes and businesses.	Compliance with Suspended Solids, BOD and Bacteriological consent standards for the Whangarei Wastewater Treatment Plant.  Caller satisfaction as measured by Heat call outcomes to be 85% satisfied and 55% very satisfied (for Wastewater and Stormwater).	We will record the treatment plant's results for these parameters.  We will record customer satisfaction levels in Heat customer service management system.	No Non- compliance ie 100% compliance  2007-2009 Over 85% satisfied and 55% very satisfied	78.64%  90% and 65%	New filters currently under construction will bring the plant into compliance on completion in new financial year.
We will provide rubbish removal, recycling, litter control and public toilets in such a way as to maintain a safe and healthy environment at an affordable cost	83% of respondents to Communitrak Survey expressed satisfaction with rubbish services.  80% of respondents to Communitrak Survey expressed satisfaction with recycling services.  81% of respondents to Communitrak Survey expressed satisfaction with litter services.  80% of respondents to Communitrak Survey expressed satisfaction with toilet services.  Re:Sort service launched late 2005.	We will measure residents' and ratepayers satisfaction with rubbish services, recycling, litter control and Council toilets in our annual Communitrak Survey. This is a high level of detail but solid waste disposal is a key interest area at present.  We will measure residents' and ratepayers satisfaction with rubbish services, recycling, litter control and Council toilets in our annual Communitrak Survey. This is a high level of detail but solid waste disposal is a key interest area at present.  We will measure the reduction in the District's landfill use each year to assess the community's progress meeting its waste minimization and recycling targets	<b>Rubbish collection</b> 84% satisfied  <b>Kerbside recycling</b> 82% satisfied  <b>Litter control 2008</b> 83% satisfied  <b>Public toilets</b> 83% satisfied  <b>Re:Sort 2008</b> 83% satisfied	84%  87%  83%  80%  84%	Three older toilets are programmed for replacement in the new financial year which should result in improved satisfaction levels.

## 4. Infrastructure Services

### How we performed *(Continued)*

What we will do/ How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
We will provide rubbish removal, recycling, litter control and public toilets in such a way as to maintain a safe and healthy environment at an affordable cost	52,066 tonnes of landfill waste in year to June 2005.	We will record customer satisfaction levels in our Heat customer service management system	2007-2009 Landfill volume reduced by 4% each year	+ 1% (over 3 years = -5%) 5% reduction	For 2008 fiscal year refuse tonnage has increased 1%. However over a longer term the 4% per annum reduction has been achieved.
	Caller satisfaction as measured by Heat call outcomes to be over 90% satisfied and 45% very satisfied (for Solid Waste).	We will provide information about risks (eg flu pandemic, cyclones, storms, and tsunami) and demonstrate preparedness for an emergency.	2007-2009 Over 90% satisfied and over 45% very satisfied	95% and 68%	
We will be well prepared to lead and guide the community in times of emergency.	We will provide Civil Defence information and demonstrate preparedness for an emergency.	Information circulated and available through service centres and other media.	Evidence of plans and information in place and kept up to date.	Evidence available	This year 18 meetings or presentations with community groups have been held. Information on our hazards and how to prepare for an emergency has been given out at all meetings. 15 training and exercise sessions were held this year. After each exercise documentation was updated with changes and improvements.
We will engage specialist Civil Defence staff who will prepare and implement emergency plans.	We will check plans and information are in place.	Information can be accessed.			
We will manage the Rural Fire Service efficiently and effectively.	100% outcomes of Whangarei Rural Fire Plan met.	We will measure and report on the extent to which we meet the outcomes of the Whangarei Rural Fire Plan.	100%	100%	Outcomes of Rural Fire Plan met and Standard Operating Procedures, which support plan, updated where required.
We will engage specialist staff who will work to maximise the efficiency of this voluntary organisation.	100% compliance with National Rural Fire Authority statistics.	We will measure and report on our compliance with the National Rural Fire Authority Standards.	75%	75%	Self audits for all NRFA standards have been completed. These include the training, equipment, PPE and weather monitoring standards. Forest Protection Services continue in the role of PRFO.

## 4. Infrastructure Services

### INFRASTRUCTURE SERVICES - Activity Statement

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
Rating Revenue	24,200	25,312	20,843
User Fees	12,508	13,855	10,619
Subsidies and Grants	25,290	20,338	18,992
Interest Income	4	-	3
Other Income	755	644	2,540
<b>TOTAL ACTIVITY REVENUE</b>	<b>62,757</b>	<b>60,149</b>	<b>52,997</b>
Operating Expenditure	44,293	38,208	39,538
Depreciation & Loss on sale of Assets	29,648	25,315	21,829
Interest Expense	5,752	6,602	5,584
<b>TOTAL ACTIVITY EXPENDITURE</b>	<b>79,693</b>	<b>70,125</b>	<b>66,951</b>
<b>ACTIVITY SURPLUS / (DEFICIT) BEFORE CORPORATE OVERHEAD RECOVERED</b>	<b>(16,934)</b>	<b>(9,976)</b>	<b>(13,954)</b>
Capital Expenditure	43,624	47,567	32,072
<b>TOTAL SURPLUS / (DEFICIT) TO FUND</b>	<b>(60,559)</b>	<b>(57,543)</b>	<b>(46,026)</b>
<b>ACTIVITY COST FUNDED BY:</b>			
Depreciation	29,648	25,315	12,647
General Rates	9,881	7,411	7,955
Public Debt	17,111	23,106	21,829
Appropriations/Property Sales	3,919	1,711	3,595
<b>TOTAL ACTIVITY FUNDING</b>	<b>60,559</b>	<b>57,543</b>	<b>46,026</b>

## 4. Infrastructure Services

### 2007/2008 INFRASTRUCTURE SERVICES - Activities Surplus/(Deficit)

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
<b>ACTIVITY REVENUE</b>			
Roading	27,446	22,426	21,154
Wastewater and Solid Waste	24,298	25,065	19,455
Stormwater	226	182	686
Water	10,787	12,470	11,650
Civil Defence/Rural Fire	1	7	52
<b>TOTAL INFRASTRUCTURE SERVICES</b>	<b>62,757</b>	<b>60,149</b>	<b>52,997</b>
<b>ACTIVITY EXPENDITURE</b>			
Roading	35,577	31,509	28,776
Wastewater and Solid Waste	23,568	21,114	21,117
Stormwater	3,635	3,312	4,520
Water	16,638	13,823	12,146
Civil Defence/Rural Fire	275	366	392
<b>TOTAL INFRASTRUCTURE SERVICES</b>	<b>79,693</b>	<b>70,125</b>	<b>66,951</b>
<b>ACTIVITY SURPLUS/(DEFICIT)</b>	<b>(16,934)</b>	<b>(9,976)</b>	<b>(13,954)</b>

## 4. Infrastructure Services

### CAPITAL EXPENDITURE

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000	Budget Variance \$000
<b>ACTIVITY DESCRIPTION</b>				
Roading	18,078	18,409	18,497	331
Wastewater and Solid Waste	16,859	20,075	11,071	3,216
Stormwater	343	491	188	148
Water	8,344	8,592	2,316	248
Civil Defence/Rural Fire	-	-	-	-
<b>TOTAL INFRASTRUCTURE SERVICES</b>	<b>43,624</b>	<b>47,567</b>	<b>32,072</b>	<b>3,943</b>

#### Capital Expenditure Variance Explanations

Budget Variance \$,000	331	Roading Projects delayed or expenditure reduced during 2008 to fund storm/flood damage.
	3,216	Wastewater and Solid Waste a number of wastewater treatment plants such as Whangarei Heads, Oakura and sewer rehab project not being fully expended during the year with funding carrying forward in 2009.
	148	Stormwater Projects carried over into 2009.
	248	Water Reduced expenditure on watermain replacements and general plant upgrade.

## 5. Information Services

### Overview

This activity ensures that communication and provision of services and information to the public is effective and responsive. It relies on a stable, reliable technology infrastructure which provides the platform for managing and storing Council's data and information so that it is easily accessed from any part of Council.

Customer Services is the public face of Council and exists to assist customers conduct their business with Council in an accurate, timely and seamless manner. Resolution of enquiries at 'First Point of Contact' is the principal philosophy, through over the counter enquiries at Forum North, Service Centres at Hikurangi and Ruakaka or through phone calls via the Call Centre.

Of increasing importance is the provision of Council's information and interactive services to customers via Council's website as an alternative to visiting Customer Services in person.

All of Council's service to its customers is dependent on information being readily accessible and supported by technology to provide that information in formats and media that suit each customer's needs.

Contributing sub-activities are Customer Services, Information Technology and Information Management.

### Contribution to the four wellbeings

**Information Technology and Information Management** contribute to the economic wellbeing of the District by ensuring that all Council information is readily and easily available to people both inside and outside the organisation in a variety of formats.

**Customer Services** contributes to economic, social, cultural and environmental wellbeing through ensuring that communication lines between the public and Council are effective and responsive, and by providing quality information on time.

### Report for the year

#### Customer Services

Customer Services supported Council's Recovery Team by organising and operating seven Task Force Green crews to assist and enable the Whangarei and Kaipara Districts to recover from flooding in March and July 2007.



A new software telephone system 'Executive Outlook' was implemented to enable faster service to customers. Further resource was added at the Ruakaka Service Centre by adding a staff member to meet service delivery requirements. Customer Services also completed training to the building sector for building applications to ensure the building sector met the Building Accreditation Act. It reviewed and process mapped the Customer Service process control to ensure efficient control and workflow for faster turnaround of customer requests, and revamped the 'Customer Request for Service' system to enable customers to be informed after an event. The Dog Registration period was extended from one month to two to meet customer requests.

High calibre staff continue to be employed and trained in the use of key information systems as part of induction training, and existing staff receive training in systems on request.

#### Information Technology and Information Management

A major project was under way at year end to replace the core suite of software programmes that Council uses, and was implemented during September 2008.

Additional services and information enabled on Council's website during 2007/08 include:

- Rating information
- Cemetery database
- Food grading database
- Resource Consent database search

Council worked with other community agencies to provide GIS mapping services and developed a comprehensive road map book for the police, ambulance and fire services.

Upgrading and improving of our technology included:

- Replacement of the system that controls the traffic light network
- Establishment of a direct email connection between Forum North and the Northland Regional Council to improve communication and responsiveness during any civil defence event
- Completion of a disaster recovery/emergency management centre implementation for Council's computer system.

## 5. Information Services

### How we performed

What we will do/How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
<p>We will ensure that Council information is comprehensive and of high quality.</p> <p>We will employ and retain well qualified staff and put appropriate systems in place.</p>	<p>Current service levels are based on timeliness of supply of data, accuracy of the information and fitness for purpose. These combine into a customer satisfaction rating of 80% by customer survey.</p>	<p>We will measure residents' and ratepayers' level of satisfaction with the quality of information they receive from Council on a regular basis. We will report the findings.</p> <p>We will measure internal customer satisfaction with the quality of information they receive on a regular basis. We will report the findings.</p>	<p>87% satisfied</p> <p>87% satisfied</p>	<p>86.6% satisfied</p> <p>98% satisfied</p>	<p>Council is currently tendering for a new, replacement Website Management System. The website will be redesigned once the new system is implemented – improvements expected to be completed by July 2009.</p> <p>Internal customers were surveyed to gauge their level of satisfaction with the 'fitness for purpose' of the information they have access to and which they provide to their customers</p>
<p>Our Customer Service Centres will be conveniently located, open at appropriate hours and staff will be helpful and efficient.</p> <p>We will make sure it is convenient and pleasant to access Council services.</p>	<p>Customer service is supplied via three service centres located in strategically placed areas of the District and a call centre handling all telephone calls. Response times and customer satisfaction levels are measured resulting in a level of 95% satisfaction with service. Current staffing levels, opening hours and resources are adequate to maintain or marginally improve this level.</p>	<p>We will measure residents' and ratepayers' level of satisfaction with their dealings with Council's Customer Service Centres on a regular basis. We will publish the findings.</p>	<p>95% satisfied</p>	<p>96.4% satisfied</p>	
<p>We will employ appropriate staff and systems to make sure that the majority of enquiries are addressed at the first point of contact, either on the phone or in person.</p> <p>We will ensure questions and issues are resolved promptly</p>	<p>Customer service centres and the call centre are resourced to resolve all front line enquiries and requests for service on at least 90% of occasions. Only those requests for detailed technical issues for building and resource consents or engineering issues go to more technical staff for resolution.</p>	<p>We will measure the number of times customer enquiries are resolved at the first point of contact and publish the results.</p>	<p>90% resolved</p>	<p>90.5% resolved</p>	

## 5. Information Services

### How we performed *(Continued)*

What we will do/How we will do it	Level of service	How you will know we are meeting the level of service	2007/08 Target	2007/08 Actual	Comments
Our information technology systems and staffing will be efficient and perform well. Our IT services will be appropriate to internal and external customer requirements.	The current level of service is to maintain a fully operational website 24/7 with information of use to customers as measured by satisfaction ratings. Current resources maintain satisfaction ratings at 60%.	We will measure our customers' level of satisfaction with Council's on-line information and services through our website feedback facility. We will report the results.	65% satisfied	75% satisfied.	Our online services and information are developed and improved as a direct result of feedback given by customers.
Our technology will work well with a minimum of downtime for both staff and internet access.		We will measure the amount of downtime for our website and our internal systems, compare this to other organisations and publish the results.	System uptime 99.8%.	99.5%	Systems are continually being upgraded.
Many Council services will be available via the internet.					

## 5. Information Services

### What it cost

<b>INFORMATION SERVICES – Activity Statement</b>			
	<b>Actual 2008</b>	<b>Budget 2008</b>	<b>Actual 2007</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
User Fees	237	315	313
Subsidies and Grants	-	-	2
Other Income	5	-	38
<b>TOTAL ACTIVITY REVENUE</b>	<b>241</b>	<b>315</b>	<b>353</b>
Operating Expenditure	5,505	6,027	4,809
Depreciation & Loss on sale of Assets	956	896	904
Interest Expense	89	45	84
<b>TOTAL ACTIVITY EXPENDITURE</b>	<b>6,550</b>	<b>6,968</b>	<b>5,797</b>
<b>ACTIVITY SURPLUS / (DEFICIT) BEFORE CORPORATE OVERHEAD RECOVERED</b>	<b>(6,309)</b>	<b>(6,653)</b>	<b>(5,444)</b>
Corporate Overheads Recovered	(6,160)	(6,528)	(5,444)
<b>ACTIVITY SURPLUS / (DEFICIT) AFTER CORPORATE OVERHEAD RECOVERED</b>	<b>(149)</b>	<b>(125)</b>	<b>-</b>
Capital Expenditure	2,554	1,078	382
<b>TOTAL SURPLUS / (DEFICIT) TO FUND</b>	<b>(2,703)</b>	<b>(1,203)</b>	<b>(382)</b>
<b>ACTIVITY COST FUNDED BY:</b>			
Depreciation	956	896	904
General Rates	1,747	307	(522)
<b>TOTAL ACTIVITY FUNDING</b>	<b>2,703</b>	<b>1,203</b>	<b>382</b>

## 5. Information Services

### 2007/2008 INFORMATION SERVICES – Surplus/(Deficit) before Corporate Overhead Recovered

	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000
Customer Services	236	315	318
Information Technology	-	-	1
Information Management	5	-	34
<b>TOTAL INFORMATION SERVICES</b>	<b>241</b>	<b>315</b>	<b>353</b>
Customer Services	1,950	2,130	1,882
Information Technology	2,136	2,324	1,767
Information Management	2,464	2,514	2,148
Less Overhead Recovered	(6,160)	(6,528)	(5,444)
<b>TOTAL INFORMATION SERVICES</b>	<b>390</b>	<b>440</b>	<b>353</b>
<b>ACTIVITY SURPLUS/(DEFICIT)</b>	<b>(149)</b>	<b>(125)</b>	<b>-</b>

### CAPITAL EXPENDITURE

FOR THE YEAR ENDING	Actual 2008 \$000	Budget 2008 \$000	Actual 2007 \$000	Budget Variance \$000
<b>ACTIVITY DESCRIPTION</b>				
Information Technology	2,554	1,078	382	(1,476)
<b>TOTAL INFORMATION SERVICES</b>	<b>2,554</b>	<b>1,078</b>	<b>382</b>	<b>(1,476)</b>

#### Capital Expenditure Variance Explanations

Budget Variance \$000	(1,476)	Expenditure on the computer system upgrade funded by savings in the operating budget.
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