

STRATEGIC PROPERTY

WHY WE DO IT

To maximise the Council's opportunities from property ownership, while minimising the holding costs of acquiring land in advance and ensuring high quality operational decisions are made in regard to the portfolio.

WHAT WE DO

- Identify and prioritise future property needs.
- Negotiate with property owners to purchase identified sites.
- Manage purchased properties to minimise holding costs.
- Constantly review the portfolio of properties to ensure strategic reasons are still valid.
- Sell properties deemed to no longer have strategic value; proceeds of these sales go towards purchase of new strategic property.

STRATEGIC DIRECTION

Strategic direction for this Activity is primarily provided from the following:

Tauranga Tomorrow Community Outcomes



Built to Fit our Hills, Harbour & Coast



Strong Sustainable Economy



The following pages outline how this activity contributes to delivering these identified Tauranga Tomorrow community outcomes.

Key Strategies and Plans

- SmartGrowth 2007
- Smart Economy 2004
- Integrated Transport Strategy for Tauranga 2006
- Urban Design Strategy 2005
- Sport and Active Living Strategy 2005
- Extreme Sports Strategy 2002
- Aquatics Strategy 2001
- Waterfront and CBD Strategic Framework Development

STRATEGIC PROPERTY

WHERE WE ARE NOW

- The Investment Property Portfolio includes a small mixed portfolio of commercial property. Disposal plans are in place for a number of properties and the property sales have generated significant funds for Council. Sale proceeds are retained in a single fund to purchase suitable strategic property.
- Rental returns are maximised at every opportunity and Council has a good range of secure tenants. The properties are managed by the Property Consultancy staff.
- The Strategic Property Portfolio is a mixed portfolio of properties held for a number of different purposes. Some properties are retained with no clear strategy but Council has decided to retain ownership for a possible future use.
- There is a need to regularly review the properties and land owned by other activities to see if it could be more appropriately managed as part of a Strategic Property Portfolio.
- All building assets have been surveyed and have maintenance plans in place that reflect the length of time Council is expected to own each asset, as well as protecting Council's investment.
- Council policy makes it clear that Council is not to be a property developer or speculator in the property market.

WHERE WE WANT TO BE

- To plan and regularly review the landholdings to ensure the basis for continued ownership remains valid and to ensure sufficient funds are available to purchase land as required.
- To have a reliable plan for advance purchases to enable appropriate scheduling to be in place and purchases timed to best effect in the long term property market.

HOW WE ARE GOING TO GET THERE

- Develop a plan of acquisitions and disposals to enable accurate timing of purchases and disposals, having regard to an ability to progress unplanned purchases as they arise.

- To actively manage the portfolio and review it on a regular basis for the future needs of Council.

PERFORMANCE MEASURES & LEVELS OF SERVICE

There are no performance measures or levels of service reported for this activity.

SIGNIFICANT NEGATIVE EFFECTS					
SIGNIFICANT NEGATIVE EFFECTS OR RISKS	ASPECT OF WELLBEING				HOW COUNCIL WILL MITIGATE THE EFFECT OR RISK
	S	C	EC	EN	
There is a risk that the Council does not plan adequately for its future land requirements and is unable to acquire the appropriate land at the right time.			•		The Council uses the Ten Year Plan, strategic plans and Asset Management Plan processes to identify and plan for future land requirements.

S = Social, C = Cultural, EC = Economic, EN = Environmental

STRATEGIC PROPERTY

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE (INCLUDES EXISTING BASE COSTS, COST OF GROWTH, CHANGES OF LEVEL OF SERVICE COSTS AND INFLATION)

STRATEGIC PROPERTY	Approved* 2008/09 (\$000's)	Budget 2009/10 (\$000's)	Budget 2010/11 (\$000's)	Budget 2011/12 (\$000's)	Budget 2012/13 (\$000's)	Budget 2013/14 (\$000's)	Budget 2014/15 (\$000's)	Budget 2015/16 (\$000's)	Budget 2016/17 (\$000's)	Budget 2017/18 (\$000's)	Budget 2018/19 (\$000's)
Total Operating Revenue	6,576	5,893	6,161	6,414	6,639	6,727	6,995	7,314	7,594	7,723	7,715
Total Operating Expenditure	6,191	5,401	5,430	5,668	5,884	5,978	6,236	6,537	6,863	7,057	7,030
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	6,191	5,401	5,430	5,668	5,884	5,978	6,236	6,537	6,863	7,057	7,030
Deficit/ (Surplus) to Fund	(385)	(492)	(731)	(746)	(755)	(749)	(759)	(777)	(731)	(666)	(685)
Total Rates required (excluding other fund sources)	4	4	4	4	4	4	5	5	5	5	5
Capital Expenditure	(3,806)	8,649	(6,010)	8,446	(1,819)	231	4,258	(7,700)	4,549	4,928	4,467

SUPPLEMENTARY INFORMATION - EXPENDITURE AND FUNDING STATEMENT IN 2009/10 DOLLARS

OPERATIONAL											
Operating Revenue											
User Fees and Charges	4,515	3,951	4,027	4,098	4,176	4,114	4,204	4,300	4,404	4,516	4,636
Subsidies and Grants	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	2,061	1,942	1,962	1,968	1,946	1,921	1,909	1,912	1,864	1,687	1,387
Total Operating Revenue	6,576	5,893	5,989	6,066	6,122	6,035	6,113	6,212	6,268	6,203	6,023
OPERATING EXPENDITURE											
Operating Expenditure	2,909	1,830	1,305	1,233	1,077	1,053	982	1,142	1,251	1,047	836
Debt Servicing	2,362	2,866	3,251	3,400	3,616	3,573	3,722	3,645	3,628	3,994	4,312
Depreciation	920	705	722	725	733	738	747	765	785	627	340
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	6,191	5,401	5,278	5,358	5,426	5,364	5,451	5,552	5,664	5,668	5,488
Deficit/(Surplus) to Fund	(385)	(492)	(711)	(708)	(696)	(671)	(662)	(660)	(604)	(535)	(535)
FUNDING											
Rates	4	4	4	4	4	4	4	4	4	4	4
Cash Reserves	(14)	(427)	(635)	(624)	(596)	(557)	(532)	(516)	(496)	(478)	(474)
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Other Funding	937	(874)	(941)	(1,012)	(1,090)	(1,173)	(1,263)	(1,359)	(1,463)	(1,575)	(1,695)
Loan Funding	(1,312)	805	861	924	986	1,055	1,129	1,211	1,351	1,514	1,630
Total Funding	(385)	(492)	(711)	(708)	(696)	(671)	(662)	(660)	(604)	(535)	(535)
CAPITAL											
Capital Expenditure	(3,806)	8,649	(5,825)	7,961	(1,668)	206	3,680	(6,455)	3,696	3,885	3,420
FUNDING											
Renewal Funding	522	337	210	140	77	137	201	191	300	309	109
Loan Funding	(1,578)	8,312	(6,035)	7,821	(1,745)	69	3,479	(6,646)	3,396	3,576	3,311
Reserve Funding	(2,750)	0	0	0	0	0	0	0	0	0	0
Development Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Infill Fees	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0
Other Revenue Funding	0	0	0	0	0	0	0	0	0	0	0
Subsidies and Grants	0	0	0	0	0	0	0	0	0	0	0
Total Funding	(3,806)	8,649	(5,825)	7,961	(1,668)	206	3,680	(6,455)	3,696	3,885	3,420

*Figures from the approved 2008/09 Annual Plan

STRATEGIC PROPERTY

ASSET MANAGEMENT

Key Assets as at 30 June 2008

- A range of properties across the city, including the Council offices and Chambers.

This Activity has a comprehensive asset management

plan which is the key tool to ensuring that capital funding and existing assets are used as efficiently and effectively as possible, having regard to the Strategic Property needs of the Council.

CAPITAL EXPENDITURE											
STRATEGIC PROPERTY	Total	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
NEW OR UPGRADED ASSETS - OTHER											
Land Purchases (net of land sales)	\$12,335,000	\$950,000	-\$3,205,000	\$3,625,000	-\$2,700,000	\$2,150,000	\$2,500,000	\$1,910,000	\$2,500,000	\$2,500,000	\$2,105,000
Property purchases	\$7,202,718	\$356,284	\$477,900	\$588,234	\$801,173	\$742,931	\$865,577	\$750,769	\$633,588	\$873,262	\$1,113,000
Total new or upgraded assets - other	\$19,537,718	\$1,306,284	-\$2,727,100	\$4,213,234	-\$1,898,827	\$2,892,931	\$3,365,577	\$2,660,769	\$3,133,588	\$3,373,262	\$3,218,000
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total new or upgraded assets - other	\$23,541,691	\$1,306,284	-\$2,813,822	\$4,470,241	-\$2,070,461	\$3,241,799	\$3,894,393	\$3,174,286	\$3,856,863	\$4,279,734	\$4,202,374
ASSET RENEWALS											
Renewals to civic complex	\$2,036,466	\$338,127	\$213,904	\$94,473	\$23,050	\$124,443	\$246,807	\$248,876	\$375,981	\$280,121	\$90,684
Renewals to other buildings	\$1,266,312	\$171,108	\$63,798	\$110,597	\$158,356	\$158,405	\$63,888	\$44,659	\$176,544	\$216,919	\$102,038
Implementing the asbestos management plan	\$153,300	\$38,325	\$38,325	\$38,325	\$38,325	\$0	\$0	\$0	\$0	\$0	\$0
Sundry renewal projects	\$86,312	\$5,880	\$3,958	\$3,902	\$11,216	\$10,240	\$3,867	\$14,000	\$9,480	\$14,201	\$9,568
Total asset renewals	\$3,542,390	\$553,440	\$319,985	\$247,297	\$230,947	\$293,088	\$314,562	\$307,535	\$562,005	\$511,241	\$202,290
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total asset renewals	\$4,061,629	\$553,440	\$330,161	\$262,382	\$251,822	\$328,432	\$363,987	\$366,888	\$691,723	\$648,623	\$264,170
TOTAL STRATEGIC PROPERTY											
Total Strategic Property	\$23,080,108	\$1,859,724	-\$2,407,115	\$4,460,531	-\$1,667,880	\$3,186,019	\$3,680,139	\$2,968,304	\$3,695,593	\$3,884,503	\$3,420,290
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total Strategic Property	\$27,603,320	\$1,859,724	-\$2,483,661	\$4,732,623	-\$1,818,639	\$3,570,232	\$4,258,380	\$3,541,174	\$4,548,586	\$4,928,357	\$4,466,544

STRATEGIC PROPERTY

For ease of understanding for the reader, some capital projects have been disclosed under a different activity area than is recorded in Council's financial systems. There follows a reconciliation between the "Capital Expenditure" figures shown in the summarised financial information for this activity, and the detailed list of projects above.

STRATEGIC PROPERTY	Ten Year Project Cost	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Per detailed list above											
Total Strategic Property excl inflation	\$23,080,108	\$1,859,724	-\$2,407,115	\$4,460,531	-\$1,667,880	\$3,186,019	\$3,680,139	\$2,968,304	\$3,695,593	\$3,884,503	\$3,420,290
Total Strategic Property incl inflation	\$27,603,320	\$1,859,724	-\$2,483,661	\$4,732,623	-\$1,818,639	\$3,570,232	\$4,258,380	\$3,541,174	\$4,548,586	\$4,928,357	\$4,466,544
Add items included in Indoor Space & Active Living project lists											
Mount Greens Sports land purchase	-\$118,000	\$6,300,000	-\$6,418,000								
Add items included in Open Space project lists											
Purchase land for active reserves	-\$2,922,837		\$3,000,000	\$3,500,000				-\$9,422,837			
Purchase of land for neighbourhood reserves	-\$2,491,120	\$488,880				-\$2,980,000					
Per summarised financial information											
Total Strategic Property (excl inflation)	\$17,548,151	\$8,648,604	-\$5,825,115	\$7,960,531	-\$1,667,880	\$206,019	\$3,680,139	-\$6,454,533	\$3,695,593	\$3,884,503	\$3,420,290
Total Strategic Property (incl inflation)	\$19,998,235	\$8,648,604	-\$6,010,354	\$8,446,123	-\$1,818,639	\$230,864	\$4,258,380	-\$7,700,230	\$4,548,586	\$4,928,357	\$4,466,544

ELDER HOUSING

WHY WE DO IT

To provide in a self-funding manner, quality housing for the elderly who may have difficulty providing it for themselves.

WHAT WE DO

Provide a range of one bedroom units for independent living, using consistent criteria to ensure units are allocated to people in genuine need.

Council does not provide welfare / social services for its tenants, but works with other agencies to ensure these services are provided to tenants who might benefit from them.

This activity is self-funding; it is not funded by the ratepayer.

STRATEGIC DIRECTION

Strategic direction for this Activity is primarily provided from the following:

Tauranga Tomorrow Community Outcomes



Vibrant, Healthy & Diverse Communities



The following pages outline how this activity contributes to delivering the identified Tauranga Tomorrow community outcome.

Key Strategies and Plans

- SmartGrowth 2007
- Smart Economy 2004

ELDER HOUSING

WHERE WE ARE NOW

- Council's role in the provision of social housing is in respect to older aged persons only.
- Council will look at opportunities to develop new housing on existing land and re-develop existing housing to better utilise land and meet tenant needs as long as these can operate on a cost neutral basis. Council will attempt to secure funding assistance from central government for this.
- Council has also inspected every unit in regard to a Ten Year Asset Management Plan. The outcomes of this are being implemented.
- Every unit has had a Quality Home Assessment and this will enable the current level of service to be measured and managed in the future.

WHERE WE WANT TO BE

- Community housing provided by the Council at a level that ensures the activity operates on a cost neutral basis.
- To maintain a good quality tenant landlord relationship with our tenants.
- Retain a good quality, well maintained community housing portfolio, with a planned upgrade and maintenance programme.

HOW WE ARE GOING TO GET THERE

- Prepare a detailed business plan that ensures the activity is cost neutral, while having a planned upgrade and maintenance programme.
- Build a strong community spirit within villages and maintain a high quality tenant landlord relationship.
- Facilitate the provision of tenant social support through the appropriate agencies in our community.
- Continue investigating options to actively source central government funding for improvements and undertake a feasibility study to consider options for using existing land assets to fund newer units.
- Implement annual rent increases to cover the costs of operating this activity.

SIGNIFICANT NEGATIVE EFFECTS

SIGNIFICANT NEGATIVE EFFECTS OR RISKS	ASPECT OF WELLBEING				HOW COUNCIL WILL MITIGATE THE EFFECT OR RISK
	S	C	EC	EN	
There is a risk that the demand for the units changes either significantly up or down	•				The Council has undertaken a feasibility report to consider options for the long term sustainability of this activity to ensure it can continue to be self-funding. If demand changes significantly the Council will need to further consider its role in provision on more or less units

S = Social, C = Cultural, EC = Economic, EN = Environmental

ELDER HOUSING

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE (INCLUDES EXISTING BASE COSTS, COST OF GROWTH, CHANGES OF LEVEL OF SERVICE COSTS AND INFLATION)

ELDER HOUSING	Approved* 2008/09 (\$000's)	Budget 2009/10 (\$000's)	Budget 2010/11 (\$000's)	Budget 2011/12 (\$000's)	Budget 2012/13 (\$000's)	Budget 2013/14 (\$000's)	Budget 2014/15 (\$000's)	Budget 2015/16 (\$000's)	Budget 2016/17 (\$000's)	Budget 2017/18 (\$000's)	Budget 2018/19 (\$000's)
Total Operating Revenue	1,089	1,194	1,274	1,336	1,397	1,464	1,533	1,656	1,704	1,751	1,801
Total Operating Expenditure	1,283	1,186	1,244	1,303	1,362	1,439	1,505	1,575	1,646	1,702	1,739
Less Non Funded Depreciation	(265)	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	1,018	1,186	1,244	1,303	1,362	1,439	1,505	1,575	1,646	1,702	1,739
Deficit/ (Surplus) to Fund	(71)	(8)	(30)	(33)	(35)	(25)	(28)	(81)	(58)	(49)	(62)
Total Rates required (excluding other fund sources)	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	372	340	369	348	361	383	376	432	402	611	415

SUPPLEMENTARY INFORMATION - EXPENDITURE AND FUNDING STATEMENT IN 2009/10 DOLLARS

OPERATIONAL											
Operating Revenue											
User Fees & Charges	1,084	1,186	1,230	1,255	1,280	1,306	1,332	1,398	1,398	1,398	1,398
Subsidies & Grants	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	5	8	8	8	8	8	8	8	8	8	8
Total Operating Revenue	1,089	1,194	1,238	1,263	1,288	1,314	1,340	1,406	1,406	1,406	1,406
OPERATING EXPENDITURE											
Operating Expenditure	605	492	493	491	492	506	507	506	506	506	505
Debt Servicing	54	48	52	56	58	61	63	65	66	67	68
Depreciation	624	646	665	686	705	725	746	766	787	794	785
Less Non Funded Depreciation	(265)	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	1,018	1,186	1,210	1,233	1,255	1,292	1,316	1,337	1,359	1,367	1,358
Deficit/(Surplus) to Fund	(71)	(8)	(28)	(30)	(33)	(22)	(24)	(69)	(47)	(39)	(48)
FUNDING											
Rates	0	0	0	0	0	0	0	0	0	0	0
Cash Reserves	(71)	(8)	(28)	(30)	(33)	(22)	(24)	(69)	(47)	(39)	(48)
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Other Funding	0	0	0	0	0	0	0	0	0	0	0
Loan Funding	0	0	0	0	0	0	0	0	0	0	0
Total Funding	(71)	(8)	(28)	(30)	(33)	(22)	(24)	(69)	(47)	(39)	(48)
CAPITAL											
Capital Expenditure	372	340	358	328	331	342	325	362	326	482	318
FUNDING											
Renewal Funding	372	288	293	273	269	271	251	310	275	431	260
Loan Funding	0	52	65	55	62	71	74	52	51	51	58
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Development Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Infill Fees	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0
Other Revenue Funding	0	0	0	0	0	0	0	0	0	0	0
Subsidies and Grants	0	0	0	0	0	0	0	0	0	0	0
Total Funding	372	340	358	328	331	342	325	362	326	482	318

ELDER HOUSING

TEN YEAR PLAN MEASURES AND LEVELS OF SERVICE

PERFORMANCE MEASURES – SERVICE MEASURES

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Quality of elder housing units (factual)	Percentage pass rate in the Quality Homes Assessment (this assessment rates each unit on factors such as health, safety, security)	TCC - Quality Homes Assessment (three-yearly)				Increasing	Increasing	Increasing	Increasing	Increasing
Level of demand for Council units (factual)	All of Council's residential units are fully occupied, averaged over all complexes, excluding refurbishment periods	TCC	Achieved [†]	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved

LEVELS OF SERVICE

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Elder Housing activity is self funding (factual)	There is no net cost to ratepayers for Council's Elder Housing services	TCC	Achieved [†]	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Provision of facilities (factual)	Council provides 254 units for tenants who meet the eligibility criteria as set out in Council's Tenancy Policy	TCC					Achieved	Achieved	Achieved	Achieved

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

ELDER HOUSING

OTHER INTERESTING STATS

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Waiting list size (factual)	Waiting list* size, as a proportion of total Council residential units. *Waiting lists include only those who are eligible for Elder Housing units	TCC	10% [†]	4.72%	3.54% Nine people on waiting list		No targets required			

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

ELDER HOUSING

ASSET MANAGEMENT

Key Assets as at 30 June 2008

- 254 residential units in 10 villages across the city

This Activity has a comprehensive asset management plan which is the key tool to ensuring that capital funding and

existing assets are used as efficiently and effectively as possible.

CAPITAL EXPENDITURE

ELDER HOUSING	Total	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
ASSET RENEWALS											
Upgrade interior of all units	\$2,298,000	\$200,000	\$253,000	\$210,000	\$242,000	\$280,000	\$290,000	\$200,000	\$200,000	\$200,000	\$223,000
Upgrade exterior of all units	\$910,000	\$107,000	\$55,000	\$90,000	\$70,000	\$26,000	\$20,000	\$135,000	\$100,000	\$232,000	\$75,000
Upgrade paths, fences and carparks for all units	\$155,000	\$20,000	\$15,000	\$20,000	\$15,000	\$10,000	\$15,000	\$20,000	\$10,000	\$10,000	\$20,000
Sundry renewals	\$148,916	\$13,054	\$34,742	\$8,134	\$3,740	\$26,127	\$0	\$6,963	\$16,419	\$39,737	\$0
TOTAL ELDER HOUSING	\$3,511,916	\$340,054	\$357,742	\$328,134	\$330,740	\$342,127	\$325,000	\$361,963	\$326,419	\$481,737	\$318,000
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total Elder Housing	\$4,037,456	\$340,054	\$369,118	\$348,150	\$360,635	\$383,385	\$376,066	\$431,820	\$401,761	\$611,191	\$415,275

CIVIL DEFENCE & EMERGENCY MANAGEMENT

WHY WE DO IT

To ensure the City and Council are able to respond to, effectively manage and recover from emergency situations such that Council is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency, as defined in the Civil Defence Emergency Management Act 2002.

WHAT WE DO

Civil Defence and Emergency Management (CDEM) has four aspects:

- reduction – which is about identifying the hazards and taking appropriate steps to reduce and manage the risks associated with those hazards;
- readiness – which is about being prepared to respond to an emergency event which could occur at anytime and having suitably trained staff and other physical resources available at short notice;
- response – which is about responding at short notice to an emergency; and
- recovery – which is defined as: *“the coordinated efforts of processes to effect the immediate, medium and long-term holistic rehabilitation of a community following disaster.”*

There are two key elements to Council’s responsibilities within this activity. Both roles are critical to the health, well-being and smooth operation of the City in the event of an emergency:

- Regional, sub-regional and city-wide emergency

management where the Council works in partnership with Western Bay of Plenty District Council (WBOPDC) and the Bay of Plenty Civil Defence and Emergency Management Group (CDEMG) to ensure processes are in place covering reduction, readiness, response and recovery from any civil defence emergency affecting the sub-region or region.

- Organisational emergency management where linkages amongst Council’s own business continuity plans is critical.

STRATEGIC DIRECTION

Strategic direction for this Activity is primarily provided from the following:

Tauranga Tomorrow Community Outcomes



Vibrant, Healthy & Diverse Communities



Actively Involved People



Strong Sustainable Economy



The following pages outline how this activity contributes to delivering these identified Tauranga Tomorrow community outcomes.

Key Strategies and Plans

- SmartGrowth 2007
- Smart Economy 2004

CIVIL DEFENCE & EMERGENCY MANAGEMENT

WHERE WE ARE NOW

Structure

- The Bay of Plenty CDEM Group Plan was adopted in May 2005 and a review of that Plan was completed in April 2008. That Plan provides the basis for CDEM in the Bay of Plenty and ensures that hazard management within the region occurs in an integrated and coordinated way. It provides a framework for CDEM decisions to be made across the region. The Plan also creates a commitment to the implementation of tasks and actions.
- All training of Council staff is coordinated by the Group Training Coordinator. The development of a consistent training package together with standard operating procedures for all Emergency Operations Centres (EOC) across the region will ensure that personnel will be able to operate as part of any EOC. This will provide for greater redundancy and reserve capacity to any emergency response coordination.

Reduction

- The CDEM Group Plan identifies the various hazards across the Bay of Plenty. The national building code provides acceptable methods for the construction of buildings when exposed to certain hazards such as earthquake and wind. The District Plan provides various rules for the development of land in areas that may be prone to flooding or inundation from the sea.

Readiness

- Council has 25 staff trained including 2 alternate controllers, 1 public information officer and 1 recovery manager, available to respond at anytime.

Response

- The Emergency Operations Centre can be actioned within 1 hour's notice. This was demonstrated on 18 May 2005, being the date of the first declared civil defence emergency in Tauranga.

Recovery

- The recovery aspect of CDEM is often overlooked yet it has the potential of long-term adverse effects on a community if not managed effectively. Financial and resource constraints will often determine the effectiveness of a recovery operation.

Lifelines

- The Bay of Plenty Lifelines Advisory Group (BOPLAG) was established in 2006 and has developed a Business Plan, developed an emergency communications plan, and is about to commence a lifeline utility vulnerability study.

Business Continuity

- A Pandemic Plan has been developed and was reviewed in 2008. This has promoted the

development of business continuity plans in those activity areas which provide and maintain essential services including but not limited to:

- Water, wastewater and stormwater systems;
- Power, gas and telecommunications networks; and
- Transportation networks.

WHERE WE WANT TO BE

- The Bay of Plenty Civil Defence Emergency Management Group which includes Tauranga City Council and Western Bay of Plenty District Council, must at anytime be in a position to respond to and recover from any emergency as defined by the Civil Defence Emergency Management Act 2002.
- Through the Bay of Plenty Lifelines Advisory Group, maintain effective working relationships with all utility providers regarding CDEM issues within the city and across the region.
- Maintain an effective pandemic plan which includes business continuity plans for those essential services identified in the pandemic plan.

HOW WE ARE GOING TO GET THERE

- Promote and maintain a good working relationship with the Western Bay of Plenty District Council and the Bay of Plenty CDEM Group.
- Ensure appropriate staff resources are available for and able to attend regular CDEM training and

CIVIL DEFENCE & EMERGENCY MANAGEMENT

and exercises as directed by the Bay of Plenty CDEM Group.

- Support the Bay of Plenty CDEM Co-ordinated Executive Group.
- Through participation in the Bay of Plenty Lifelines Advisory Group, establish and maintain effective working relationships with all utility providers regarding CDEM issues within the City.
- Through participation in the Bay of Plenty Lifelines Advisory Group, establish and maintain effective working relationships with all utility providers regarding CDEM issues within the City.
- Maintain an effective pandemic plan which includes business continuity plans for those essential services identified in the pandemic plan. Review and test pandemic plan from time to time.

SIGNIFICANT NEGATIVE EFFECTS					
SIGNIFICANT NEGATIVE EFFECTS OR RISKS	ASPECT OF WELLBEING				HOW COUNCIL WILL MITIGATE THE EFFECT OR RISK
	S	C	EC	EN	
The risk of an inappropriate response to an emergency event	•	•	•	•	Maintain our capability and preparedness

S = Social, C = Cultural, EC = Economic, EN = Environmental

CIVIL DEFENCE & EMERGENCY MANAGEMENT

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE (INCLUDES EXISTING BASE COSTS, COST OF GROWTH, CHANGES OF LEVEL OF SERVICE COSTS AND INFLATION)

CIVIL DEFENCE & EMERGENCY MANAGEMENT	Approved* 2008/09 (\$000's)	Budget 2009/10 (\$000's)	Budget 2010/11 (\$000's)	Budget 2011/12 (\$000's)	Budget 2012/13 (\$000's)	Budget 2013/14 (\$000's)	Budget 2014/15 (\$000's)	Budget 2015/16 (\$000's)	Budget 2016/17 (\$000's)	Budget 2017/18 (\$000's)	Budget 2018/19 (\$000's)
Total Operating Revenue	84	0	0	0	0	0	0	0	0	0	0
Total Operating Expenditure	427	447	460	479	510	527	541	556	571	586	602
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	427	447	460	479	510	527	541	556	571	586	602
Deficit/ (Surplus) to Fund	343	447	460	479	510	527	541	556	571	586	602
Total Rates required (excluding other fund sources)	0	447	460	479	510	527	541	556	571	586	602
Capital Expenditure	0	0	0	19	234	0	0	0	0	0	0

SUPPLEMENTARY INFORMATION - EXPENDITURE AND FUNDING STATEMENT IN 2009/10 DOLLARS

OPERATIONAL											
Operating Revenue											
User Fees & Charges	84	0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0
Total Operating Revenue	84	0	0	0	0	0	0	0	0	0	0
OPERATING EXPENDITURE											
Operating Expenditure	427	447	447	452	462	446	446	446	446	446	446
Debt Servicing	0	0	0	1	9	16	15	14	14	13	13
Depreciation	0	0	0	0	0	12	12	12	12	12	12
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	427	447	447	453	471	474	473	472	472	471	471
Deficit/(Surplus) to Fund	343	447	447	453	471	474	473	472	472	471	471
FUNDING											
Rates	0	447	447	453	471	474	473	472	472	471	471
Cash Reserves	0	0	0	0	0	0	0	0	0	0	0
Reserve Funding	343	0	0	0	0	0	0	0	0	0	0
Other Funding	0	0	0	0	0	0	0	0	0	0	0
Loan Funding	0	0	0	0	0	0	0	0	0	0	0
Total Funding	343	447	447	453	471	474	473	472	472	471	471
CAPITAL											
Capital Expenditure	0	0	0	18	215	0	0	0	0	0	0
FUNDING											
Renewal Funding	0	0	0	0	0	0	0	0	0	0	0
Loan Funding	0	0	0	18	215	0	0	0	0	0	0
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Development Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Infill Fees	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0
Other Revenue Funding	0	0	0	0	0	0	0	0	0	0	0
Subsidies and Grants	0	0	0	0	0	0	0	0	0	0	0
Total Funding	0	0	0	18	215	0	0	0	0	0	0

*Figures from the approved 2008/09 Annual Plan

CIVIL DEFENCE & EMERGENCY MANAGEMENT

TEN YEAR PLAN MEASURES AND LEVELS OF SERVICE

PERFORMANCE MEASURES – ACTIVITY OUTCOME MEASURES										
What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Community readiness to respond to a major emergency (perception)	Percentage of residents that correctly know that they need to be very or fairly self reliant in the event of a major emergency	TCC - annual residents' survey		88% [†]	86%	Increasing	86 - 90%	86 - 90%	86 - 90%	90%
Community readiness to respond to a major emergency (perception)	Percentage of residents that have an emergency kit prepared in case of a major emergency	TCC - annual residents' survey					First survey results to be used as a baseline	Increasing	Increasing	Increasing

LEVELS OF SERVICE										
What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Council's contribution to reduction of risks associated with hazards (factual)	Council identifies and reduces risks relating to hazards that are identified in the Group CDEM Plan, e.g. earthquakes and coastal flooding, by addressing them in the Tauranga District Plan (and the Code of Practice for Development), Council policies and building regulations. *Note that regional and national legislation and policy statements are reflected in local policies, plans and responses	TCC					Achieved	Achieved	Achieved	Achieved

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

CIVIL DEFENCE & EMERGENCY MANAGEMENT

LEVELS OF SERVICE										
What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Council readiness to respond to a major emergency (factual)	Number of staff trained to assist during a civil defence emergency, which is at least the number required for effective response (i.e. that in any 24 hour period of a declared emergency three separate shifts can be maintained - this includes Western Bay of Plenty District Council coverage)	TCC		Achieved [†]	Achieved. Currently there are 23 trained staff at Tauranga City Council	Achieved	25, including two alternate controllers, 1 public information officer and 1 recovery manager			
Council readiness to respond to a major emergency (factual)	There is an operative Group Civil Defence and Emergency Management (CDEM) Plan for the Bay of Plenty region, including the western Bay of Plenty sub-region, and Tauranga City Council actively participates in this plan	TCC		Achieved [†]	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Council's ability to respond at short notice to an emergency (factual)	The local emergency operations centre can be effectively activated within one hour of notification of a civil defence emergency, and maintained for as long as the emergency declaration remains in place	TCC	Achieved [†]	Staff are trained, systems and procedures are in place to achieve this	Staff are trained, systems and procedures are in place to achieve this	Achieved	Achieved	Achieved	Achieved	Achieved
Council's ability to manage recovery operations following a major emergency (factual)	In the event of a major emergency occurring in the city, Council will provide sufficient resource to manage the longer term recovery operation	TCC		Achieved [†]	Achieved	Achieved	Achieved (if required)	Achieved (if required)	Achieved (if required)	Achieved (if required)
Council's ability to continue to provide essential services following a major emergency (factual)	In the event of a major emergency occurring in the city, Council will maintain business continuity for essential services as identified in the Tauranga City Council Pandemic Plan (these include water, wastewater and key transportation networks; and airport, solid waste and communications services)	TCC					Achieved (if required)	Achieved (if required)	Achieved (if required)	Achieved (if required)

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

CIVIL DEFENCE & EMERGENCY MANAGEMENT

ASSET MANAGEMENT

Key Assets as at 30 June 2008

- No assets other than staff computers and furniture.

The growth in the city will cause minimal change in demand for assets in this Activity.

CAPITAL EXPENDITURE

CIVIL DEFENCE AND EMERGENCY MANAGEMENT	Total	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
NEW OR UPGRADED ASSETS - OTHER											
Tsunami sirens	\$232,500	\$0	\$0	\$17,500	\$215,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CIVIL DEFENCE AND EMERGENCY MANAGEMENT	\$232,500	\$0	\$0	\$17,500	\$215,000	\$0	\$0	\$0	\$0	\$0	\$0
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total Civil Defence and Emergency Management	\$253,001	\$0	\$0	\$18,567	\$234,434	\$0	\$0	\$0	\$0	\$0	\$0

CUSTOMER SERVICE CENTRE

WHY WE DO IT

A one stop shop that provides easy access to Council knowledge and services.

WHAT WE DO

Provide:

- Call centre services (telephone and email enquiries).
- Customer service centres (face to face help and assistance).
- Web-based information (accessed via personal internet connections or via public access terminals).

STRATEGIC DIRECTION

Strategic direction for this Activity is primarily provided from the following:

Tauranga Tomorrow Community Outcomes



Built to Fit our Hills, Harbour & Coast



Actively Involved People



The following pages outline how this activity contributes to delivering these identified Tauranga Tomorrow community outcomes.

CUSTOMER SERVICE CENTRE

WHERE WE ARE NOW

- The Service Centre in Willow Street has, on average, five hundred enquiries per day (foot traffic) and one thousand calls received per day managed by Call Centre staff.
- The Call Centre resolves on average 90% of enquiries at the first point of contact without referral. The Service Centre responds to 98% of enquiries without referral.
- A number of organisation-wide customer service improvements have been achieved including a customer service promise detailing Council's commitment to its customers in respect of enquiry response times and contact details.

WHERE WE WANT TO BE

- To provide a timely, seamless service to customers through a range of delivery channels regardless of the time of day or night a customer may contact Council.
- There are clear customer service standards for all contractors as well as staff.
- The Service and Call Centres have appropriate systems in place which streamline and enhance customer service.
- The Call Centre maintains consistent service levels as changes in call volumes and enquiries related to enhanced Council web services occur.
- The Service Centre manages effectively the migration of property file customers to electronic media and the

introduction of wider payment options.

- Staff throughout the organisation and long term maintenance contractors have a common understanding of customer service expectations relative to their job and wider goals in Council.

HOW WE ARE GOING TO GET THERE

- Improve accessibility for customers in terms of information and services provided through various media, including emerging technologies.

- Continue introducing alternative access options for customers and ensure customer interface with Council web services is promoted.
- Survey, monitor and review our services regularly.
- Provide customer service training to staff and maintenance contractors.

SIGNIFICANT NEGATIVE EFFECTS

SIGNIFICANT NEGATIVE EFFECTS OR RISKS	ASPECT OF WELLBEING				HOW COUNCIL WILL MITIGATE THE EFFECT OR RISK
	S	C	EC	EN	
There are no significant negative effects from this activity					

S = Social, C = Cultural, EC = Economic, EN = Environmental

CUSTOMER SERVICE CENTRE

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE (INCLUDES EXISTING BASE COSTS, COST OF GROWTH, CHANGES OF LEVEL OF SERVICE COSTS AND INFLATION)

CUSTOMER SERVICE CENTRE	Approved* 2008/09 (\$000's)	Budget 2009/10 (\$000's)	Budget 2010/11 (\$000's)	Budget 2011/12 (\$000's)	Budget 2012/13 (\$000's)	Budget 2013/14 (\$000's)	Budget 2014/15 (\$000's)	Budget 2015/16 (\$000's)	Budget 2016/17 (\$000's)	Budget 2017/18 (\$000's)	Budget 2018/19 (\$000's)
Total Operating Revenue	1,628	1,768	1,872	1,888	1,916	1,999	2,057	2,133	2,205	2,256	2,328
Total Operating Expenditure	1,628	1,768	1,872	1,888	1,916	1,999	2,057	2,133	2,205	2,256	2,328
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	1,628	1,768	1,872	1,888	1,916	1,999	2,057	2,133	2,205	2,256	2,328
Deficit/ (Surplus) to Fund	0	0	0	0	0	0	0	0	0	0	0
Total Rates required (excluding other fund sources)	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	8	35	26	21	8	12	17	28	9	9	9

SUPPLEMENTARY INFORMATION - EXPENDITURE AND FUNDING STATEMENT IN 2009/10 DOLLARS

OPERATIONAL											
Operating Revenue											
User Fees and Charges	196	95	105	105	105	105	106	105	105	105	105
Subsidies and Grants	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	1,432	1,673	1,716	1,680	1,662	1,688	1,693	1,707	1,715	1,707	1,713
Total Operating Revenue	1,628	1,768	1,821	1,785	1,767	1,793	1,799	1,812	1,820	1,812	1,818
OPERATING EXPENDITURE											
Operating Expenditure											
Debt Servicing	23	21	22	22	21	20	20	19	18	18	17
Depreciation	34	75	81	53	27	24	22	12	14	13	13
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	1,628	1,768	1,821	1,785	1,767	1,793	1,799	1,812	1,820	1,812	1,818
Deficit/(Surplus) to Fund	0	0	0	0	0	0	0	0	0	0	0
FUNDING											
Rates											
Cash Reserves	0	0	0	0	0	0	0	0	0	0	0
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Other Funding	0	0	0	0	0	0	0	0	0	0	0
Loan Funding	0	0	0	0	0	0	0	0	0	0	0
Total Funding	0	0	0	0	0	0	0	0	0	0	0
CAPITAL											
Capital Expenditure	8	35	26	19	7	11	15	24	7	7	7
FUNDING											
Renewal Funding	4	28	16	19	7	7	13	20	7	7	7
Loan Funding	4	7	10	0	0	4	2	4	0	0	0
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Development Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Infill Fees	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0
Other Revenue Funding	0	0	0	0	0	0	0	0	0	0	0
Subsidies and Grants	0	0	0	0	0	0	0	0	0	0	0
Total Funding	8	35	26	19	7	11	15	24	7	7	7

*Figures from the approved 2008/09 Annual Plan

CUSTOMER SERVICE CENTRE

TEN YEAR PLAN MEASURES AND LEVELS OF SERVICE

PERFORMANCE MEASURES - SERVICE MEASURES

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Indication of quality of customer service (perception)	Of people who came into one of Council's service centres, the percentage that felt that the length of time they had to wait for service was acceptable	TCC - customers' survey	91% [†]	95%	93%	93%	93%	93%	93%	93%

LEVELS OF SERVICE

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Maximum waiting times for phone customers (factual)	Percentage of calls to Council's main telephone number, 577 7000, that are picked up within 20 seconds	TCC	76% [†]	69%	80% The total volume of calls was 233,033	80%	80%	81%	82%	83%
Provision of call centre and service centre services (factual)	Council's call centre is open Monday to Friday, 8am to 5pm and a restricted after hours phone-in service is available at other times. Council's service centres are open Monday to Friday, 8am to 5:30pm, with the exception that the Willow Street service centre opens at 9am on Wednesdays	TCC	Achieved [†]	Achieved existing LOS of 8am-5pm, except for Willow Street opening at 9am on Wednesdays	Achieved existing LOS of 8am-5pm, except for Willow Street opening at 9am on Wednesdays	8am - 5pm, with the exception that the Willow Street service centre opens an hour later, at 9am, on Wednesdays from early 2007	Achieved	Achieved	Achieved	Achieved
Callers talk to a person when phoning Council (factual)	There is always a person on the end of the phone* rather than an answer phone service at Council's main telephone number (577 7000). *If the lines are all busy, the caller can leave a message and someone will call back as soon as a line is free	TCC	Achieved [†]	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

CUSTOMER SERVICE CENTRE

ASSET MANAGEMENT

Key Assets as at 30 June 2008

- No assets other than staff computers and furniture.

The growth in the city will cause minimal change in demand for assets in this Activity.

CAPITAL EXPENDITURE

CUSTOMER SERVICE CENTRE	Total	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
NEW OR UPGRADED ASSETS - OTHER											
Minor equipment purchases	\$17,800	\$1,900	\$7,700	\$0	\$0	\$4,100	\$0	\$4,100	\$0	\$0	\$0
Total new or upgraded assets - other	\$17,800	\$1,900	\$7,700	\$0	\$0	\$4,100	\$0	\$4,100	\$0	\$0	\$0
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total new or upgraded assets - other	\$19,331	\$1,900	\$7,945	\$0	\$0	\$4,594	\$0	\$4,891	\$0	\$0	\$0
ASSET RENEWALS											
Ongoing furniture replacement	\$70,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Replace Eftpos machines and CCTV cameras	\$38,550	\$12,000	\$0	\$9,300	\$0	\$0	\$7,950	\$9,300	\$0	\$0	\$0
Minor asset renewals	\$31,680	\$14,500	\$10,800	\$3,190	\$0	\$0	\$0	\$3,190	\$0	\$0	\$0
Total asset renewals	\$140,230	\$33,500	\$17,800	\$19,490	\$7,000	\$7,000	\$14,950	\$19,490	\$7,000	\$7,000	\$7,000
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total asset renewals	\$155,210	\$33,500	\$18,366	\$20,679	\$7,633	\$7,844	\$17,299	\$23,251	\$8,616	\$8,881	\$9,141
TOTAL CUSTOMER SERVICE CENTRE											
TOTAL CUSTOMER SERVICE CENTRE	\$158,030	\$35,400	\$25,500	\$19,490	\$7,000	\$11,100	\$14,950	\$23,590	\$7,000	\$7,000	\$7,000
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total Customer Service Centre	\$174,541	\$35,400	\$26,311	\$20,679	\$7,633	\$12,439	\$17,299	\$28,143	\$8,616	\$8,881	\$9,141

DEMOCRACY & CIVIC SERVICES

WHY WE DO IT

Effective Support

To ensure public awareness of and involvement in Council committee decision making and governance processes, and to provide high quality governance advice and support to elected members and staff.

Sister Cities

To enrich our community and business sector through economic, cultural, educational and social benefits associated with Sister City relationships.

WHAT WE DO

The Democracy Activity comprises:

- Support and advice to elected members.
- Support and advice to the organisation for all democratic processes.
- Support to the Chief Executive in managing the interface between the elected members and the organisation.
- Ensuring compliance with all governance legislative requirements.
- Management of the local triennial elections and representation review.
- Sister Cities liaison and facilitation. Council has two Sister Cities - Yantai in China and Hitachi in Japan.

STRATEGIC DIRECTION

Strategic direction for this Activity is primarily provided from the following:

Tauranga Tomorrow Community Outcomes



Vibrant, Healthy & Diverse Communities



Actively Involved People



Strong Sustainable Economy



A Great Place to Grow Up



The following pages outline how this activity contributes to delivering these identified Tauranga Tomorrow community outcomes.

Key Strategies and Plans

- SmartGrowth 2007
- Smart Economy 2004

DEMOCRACY & CIVIC SERVICES

WHERE WE ARE NOW

- Support effective Council committee meeting processes and ensure compliance with the statutory legislation and requirements.
- Provide governance advice, assistance and information to elected members, staff and others to ensure they are effective in their roles.
- Assist with the local authority triennial or by-election process and manage the establishment of a new Council after the triennial elections.
- Provide administrative and hosting support for the Mayor.
- Manage any large formal submission processes for Council.
- Maintain established relationships with Sister Cities and those contracted to deliver Sister City outcomes on behalf of Tauranga City Council.

WHERE WE WANT TO BE

- Manage effective formal submission processes to enable community involvement and good decision making.
- Quality of meeting processes and advice supports good governance and decision making processes.
- Governance legislative requirements are consistently met.
- Staff, elected members and public feel confident in the support and services of the Democracy Activity.

- A Sister Cities Strategic Plan identifying key partners is developed and implemented producing clear and tangible outcomes.
- Current Sister Cities relationships are strengthened.

HOW WE ARE GOING TO GET THERE

- Implement an electronic agenda and minute document management system.
- Provide elected members with regular opportunities to review the committee structure and services provided by the Democracy Activity.
- Implement an enhanced electronic database for formal submission management.
- Develop communication tools to inform and raise public awareness on how to participate in formal decision making processes.

- Support Export BOP, Tourism BOP and Education Tauranga in developing a Sister Cities Strategic Plan.
- Coordinate meetings with guests from Sister Cities.
- Ensure that the Smart Economy action points for international relations are implemented.
- Continued working relationships with appropriate organisations within New Zealand and overseas. These organisations will be related to our Sister City countries and/or activities such as consular offices, Ministry of Foreign Affairs and Trade, New Zealand China Trade Association, New Zealand China Friendship Society, Japan Society and New Zealand Sister City Association.

SIGNIFICANT NEGATIVE EFFECTS

SIGNIFICANT NEGATIVE EFFECTS OR RISKS	ASPECT OF WELLBEING				HOW COUNCIL WILL MITIGATE THE EFFECT OR RISK
	S	C	EC	EN	
Delivery of incorrect information on any aspect of Council business.	•	•	•	•	Council addresses this by ensuring that staff have adequate access to all relevant information and are appropriately trained. This will ensure that effects are kept to a minimum.

S = Social, C = Cultural, EC = Economic, EN = Environmental

DEMOCRACY & CIVIC SERVICES

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE (INCLUDES EXISTING BASE COSTS, COST OF GROWTH, CHANGES OF LEVEL OF SERVICE COSTS AND INFLATION)

DEMOCRACY & CIVIC SERVICES	Approved* 2008/09 (\$000's)	Budget 2009/10 (\$000's)	Budget 2010/11 (\$000's)	Budget 2011/12 (\$000's)	Budget 2012/13 (\$000's)	Budget 2013/14 (\$000's)	Budget 2014/15 (\$000's)	Budget 2015/16 (\$000's)	Budget 2016/17 (\$000's)	Budget 2017/18 (\$000's)	Budget 2018/19 (\$000's)
Total Operating Revenue	25	29	158	30	31	171	33	34	186	36	37
Total Operating Expenditure	2,533	2,449	2,977	2,782	2,933	3,430	3,205	3,357	3,891	3,641	3,793
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	2,533	2,449	2,977	2,782	2,933	3,430	3,205	3,357	3,891	3,641	3,793
Deficit/(Surplus) to Fund	2,508	2,420	2,819	2,752	2,902	3,259	3,172	3,323	3,705	3,605	3,756
Total Rates required (excluding other fund sources)	2,508	2,420	2,819	2,752	2,902	3,259	3,172	3,323	3,705	3,605	3,756
Capital Expenditure	0	26	70	8	19	8	9	9	9	10	23

SUPPLEMENTARY INFORMATION - EXPENDITURE AND FUNDING STATEMENT IN 2009/10 DOLLARS

OPERATIONAL											
Operating Revenue											
User Fees & Charges	25	29	154	29	29	154	29	29	154	29	29
Subsidies & Grants	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0
Total Operating Revenue	25	29	154	29	29	154	29	29	154	29	29
OPERATING EXPENDITURE											
Operating Expenditure	2,509	2,443	2,879	2,600	2,673	3,042	2,771	2,838	3,197	2,912	2,948
Debt Servicing	4	4	6	8	7	6	5	5	5	4	4
Depreciation	20	2	8	24	25	28	24	9	10	9	9
Less Non Funded Depreciation	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	2,533	2,449	2,893	2,632	2,705	3,076	2,800	2,852	3,212	2,925	2,961
Deficit/(Surplus) to Fund	2,508	2,420	2,739	2,603	2,676	2,922	2,771	2,823	3,058	2,896	2,932
FUNDING											
Rates	2,508	2,420	2,739	2,603	2,676	2,922	2,771	2,823	3,058	2,896	2,932
Cash Reserves	0	0	0	0	0	0	0	0	0	0	0
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Other Funding	0	0	0	0	0	0	0	0	0	0	0
Loan Funding	0	0	0	0	0	0	0	0	0	0	0
Total Funding	2,508	2,420	2,739	2,603	2,676	2,922	2,771	2,823	3,058	2,896	2,932
CAPITAL											
Capital Expenditure	0	26	68	8	18	8	8	8	8	8	18
FUNDING											
Renewal Funding	0	0	0	0	10	0	0	0	0	0	10
Loan Funding	0	26	68	8	8	8	8	8	8	8	8
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Development Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Infill Funding	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	0	0	0	0	0	0	0	0	0	0	0
Total Funding	0	26	68	8	18	8	8	8	8	8	18

DEMOCRACY & CIVIC SERVICES

TEN YEAR PLAN MEASURES AND LEVELS OF SERVICE

PERFORMANCE MEASURES – ACTIVITY OUTCOME MEASURES										
What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Level of awareness of decision making processes (perception)	Percentage of residents that feel they understand Council's decision-making processes	Quality of Life, two yearly survey	51% (2004 Survey) [†]	46% (2006 Survey)	No Quality of Life survey in 2007/08	Increasing (2008 Survey)		Increasing (2010 Survey)		Increasing (2012 Survey results reported in 2013, and results available two yearly after that)
Level of involvement in decision making processes (perception)	Percentage of residents that would like to have more say in what Council does	Quality of Life, two yearly survey	57% (2004 Survey) [†]	52% (2006 Survey)	No Quality of Life survey in 2007/08	Decreasing (2008 Survey)		Decreasing (2010 Survey)		Decreasing (2012 Survey results reported in 2013, and results available two yearly after that)
Level of involvement in decision making processes (perception)	Percentage of residents that feel they have at least some influence on the decisions that Council makes	Quality of Life, two yearly survey	50% (2004 Survey) [†]	54% (2006 Survey)	No Quality of Life survey in 2007/08	Increasing (2008 Survey)		Increasing (2010 Survey)		Increasing (2012 Survey results reported in 2013, and results available two yearly after that)
Level of involvement in decision making processes (factual)	Number of people who wish to speak in support of their submission in a formal submission process, and the number of people who address Council through the Public Forum section of Committee Meetings	TCC		A total of 454 submissions were received, with 151 submitters speaking to their submission at a council meeting (i.e. 33% of submissions were spoken to) [†]	A total of 3,048 submissions received, with 201 submitters speaking to their submissions (i.e. 7% of submissions were spoken to)	N/A (was an 'interesting statistic' previously - no target required)	Increasing	Increasing	Increasing	Increasing

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

DEMOCRACY & CIVIC SERVICES

PERFORMANCE MEASURES - SERVICE MEASURES										
What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Level of involvement in decision making processes (factual)	Number of formal submission processes run by Council each year, with a breakdown of what they were and the number of submissions received and the number spoken to for each	TCC		14 formal submission processes this year. In addition, TCC managed the SmartGrowth Action Review on behalf of the three partner councils (TCC, WBOPDC and EBOP) and Tangata Whenua †	Seven formal submission processes this year	N/A (was an 'interesting statistic' previously - no target required)	Anticipated decrease from prior years due to completion of the required review of all bylaws, likely to average 3-4 per year	3-4 per year	3-4 per year	3-4 per year
Degree to which the economic benefits of sister city relationships are realised (factual)	Key annual targets, set out in the Memorandum of Understanding with Hitachi City Hall, are met.	Export NZ Bay of Plenty		Key annual targets for this year were met †	Key annual targets for this year were met.	Narrative report to include key annual targets from each year's management contract	Narrative report to include key annual targets from each year's management contract	Narrative report to include key annual targets from each year's management contract	Narrative report to include key annual targets from each year's management contract	Narrative report to include key annual targets from each year's management contract

† Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

DEMOCRACY & CIVIC SERVICES

LEVELS OF SERVICE

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Provision of democracy services - timeliness (factual)	Agendas and associated reports for all scheduled meetings are available to interested parties in accordance with statutory timeframes	TCC	Achieved [†]	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Provision of democracy services - timeliness (factual)	All Elected Member and Committee meetings are publicly notified in accordance with statutory timeframes. *Two days in advance for Local Government Official Information & Meetings Act 1987 (LGOIMA), and ten days in advance for the RMA	TCC	Achieved [†]	Achieved. 142 ordinary meetings plus seven extraordinary meetings were advertised this year, all within statutory timeframes	Achieved. 115 ordinary meetings plus two extraordinary meetings were advertised this year, all within statutory timeframes	Achieved	Achieved	Achieved	Achieved	Achieved
Provision of local council election services (factual)	The local triennial election is managed to meet all statutory requirements. *Will only be included in election years	TCC	Achieved [†]	2007 election not yet held	Achieved. Triennial elections held 13 October 2007. 49 candidates for 11 seats and 44.18% votes returned	Achieved (no election this year)	N/A - no election this year	Achieved - for the October 2010 election	N/A - no election this year	Achieved - for the October 2013 election and the October 2016 election.
Provision of sister cities services - update agreements (factual)	The two formal sister city agreements (signed with Yantai, China, in 1986 and Hitachi, Japan, in 1988) are reviewed and updated following each Mayoral delegation visit (approximately three yearly)	TCC	Achieved [†]	In Progress - 20th Anniversary of Sister City Agreement with Yantai, China, commemorated by a delegation from Yantai visiting Tauranga this year	Achieved - 20th Anniversary of Sister City Agreement with Hitachi, Japan, commemorated and a new Agreement was signed	Achieved (no review required this year)	N/A - no review required this year	N/A - no review required this year	Achieved	Achieved for reviews scheduled three yearly in 2015 and 2018.

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

DEMOCRACY & CIVIC SERVICES

OTHER INTERESTING STATISTICS

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Throughput - numbers voting (factual)	Number of people who voted in the local triennial election *Will only be included in election years	TCC	32,899 [†]	n/a	34,219	Not targets required				
Throughput - meetings during the year (factual)	Number of Council Committee meetings per year (excluding Hearing Commissioner meetings)	TCC	109 [†]	134 meetings, plus seven resource consent hearings and one District Plan hearing, were held this year	93 meetings, plus 22 resource consent hearings and two extraordinary meetings, were held this year	No targets required				

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

DEMOCRACY & CIVIC SERVICES

ASSET MANAGEMENT

Key Assets as at 30 June 2008

- No assets other than staff computers and furniture.

The growth in the city will cause minimal change in demand for assets in this Activity.

CAPITAL EXPENDITURE

DEMOCRACY & CIVIC SERVICES	Total	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
NEW OR UPGRADED ASSETS - OTHER											
Enhancements to submission database for District Plan	\$78,000	\$24,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Electronic minuting programme	\$60,000	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sundry furniture & fittings	\$15,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total new or upgraded assets - other	\$153,000	\$25,500	\$67,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total new or upgraded assets - other	\$165,853	\$25,500	\$69,647	\$7,957	\$8,178	\$8,404	\$8,678	\$8,947	\$9,231	\$9,515	\$9,794
ASSET RENEWALS											
Renew projector in Chambers	\$20,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
Total asset renewals	\$20,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total asset renewals	\$23,963	\$0	\$0	\$0	\$10,904	\$0	\$0	\$0	\$0	\$0	\$13,059
TOTAL DEMOCRACY & CIVIC SERVICES	\$173,000	\$25,500	\$67,500	\$7,500	\$17,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$17,500
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total Democracy & Civic Services	\$189,816	\$25,500	\$69,647	\$7,957	\$19,082	\$8,404	\$8,678	\$8,947	\$9,231	\$9,515	\$22,853

SUPPORT SERVICES

WHY WE DO IT

To support the organisation to deliver Council services and to provide good quality information to the public.

WHAT WE DO

Internal support activities within Tauranga City Council which assist in the effective and efficient delivery of all Council services.

STRATEGIC DIRECTION

Strategic direction for this Activity is primarily provided from the following:

Tauranga Tomorrow Community Outcomes



Easy and Safe to Move Around



Built to Fit our Hills, Harbour & Coast



A Clean, Green, Valued Environment



Vibrant, Healthy & Diverse Communities



Actively Involved People



Strong Sustainable Economy



Living Well, Wasting Less



A Great Place to Grow Up



The following pages outline how this activity contributes to delivering these identified Tauranga Tomorrow community outcomes.

SUPPORT SERVICES

Business Information

- Maintains corporate and community information needs by managing all information such as customer correspondence, property records and archives.
- Provides a centralised copy centre service to the organisation.
- Develops and supports Council's transition from hardcopy to electronic documentation.
- Assesses and collects land and water rates revenue.
- Provides transactional services for Council, such as accounts payable and sundry invoicing services.

Business Solutions

- Provides for the development, implementation and continuous improvements of business information systems and advice, and provision of and support for highly effective information and communication technology.

City Development

- Coordinates the management of information about all of Council's major assets, responding to enquiries from the public, developers, other network providers (such as power, telecommunications and gas companies) and from other Council staff members.
- Monitors the building of community assets within developments and subdivisions. These assets include roads, water and sewer pipes, stormwater systems and reserve land.

- Supports the community and other Council activities in the administering of legislation and information in relation to natural and man made hazards, hazardous substances and land data management.

Communications

- Enables citizens to better understand what the Council does and to be comfortable engaging with us.
- The City Investment Programme seeks to develop relationships with individuals and organisations both locally and nationally to co-fund the establishment of new facilities.

Finance, Legal and Risk Management

- Plays a key role in supporting and encouraging the organisation to think and act smarter about financial management. The team helps support the organisation to be financially responsible and accountable about how we spend, save, generate and manage our funds.
- Provides legal advice and support to the Council.

Human Resources

- Leads and facilitates a strong and positive organisation culture, focusing on change, relationship building and developing the wellbeing and capacity of staff.

Property Consultancy

- Provides property acquisition, management and divestment services for the Council.

Strategic Planning and Relationships

- Provides strategic planning, policy and bylaw development and corporate planning advice and support to assist the Council in responding intelligently, consistently and responsibly to the needs of our community.
- Supports the organisation in its understanding of Maori issues and plays an integral part in fostering an effective and meaningful relationship between Council, Tangata Whenua and the wider Maori community.

SUPPORT SERVICES

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE (INCLUDES EXISTING BASE COSTS, COST OF GROWTH, CHANGES OF LEVEL OF SERVICE COSTS AND INFLATION)

SUPPORT SERVICES	Approved* 2008/09 (\$000's)	Budget 2009/10 (\$000's)	Budget 2010/11 (\$000's)	Budget 2011/12 (\$000's)	Budget 2012/13 (\$000's)	Budget 2013/14 (\$000's)	Budget 2014/15 (\$000's)	Budget 2015/16 (\$000's)	Budget 2016/17 (\$000's)	Budget 2017/18 (\$000's)	Budget 2018/19 (\$000's)
Total Operating Revenue	11,990	13,267	14,379	14,746	15,285	15,715	16,252	16,804	17,312	17,814	18,322
Total Operating Expenditure	15,967	17,566	18,492	19,029	19,633	20,141	20,930	21,584	22,197	22,905	23,450
Less Non Funded Depreciation	(220)	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	15,747	17,566	18,492	19,029	19,633	20,141	20,930	21,584	22,197	22,905	23,450
Deficit/(Surplus) to Fund	3,757	4,299	4,113	4,283	4,348	4,426	4,678	4,780	4,885	5,091	5,128
Total Rates required (excluding other fund sources)	3,757	4,299	4,113	4,283	4,348	4,426	4,678	4,780	4,885	5,091	5,128
Capital Expenditure	2,928	2,523	2,868	1,447	1,290	1,284	1,254	1,652	1,388	1,346	1,201

SUPPLEMENTARY INFORMATION - EXPENDITURE AND FUNDING STATEMENT IN 2009/10 DOLLARS

OPERATIONAL											
Operating Revenue											
User Fees & Charges	2,208	1,939	2,206	2,226	2,227	2,228	2,230	2,231	2,232	2,232	2,233
Subsidies & Grants	1	1	1	1	1	1	1	1	1	1	1
Miscellaneous	9,781	11,327	11,771	11,718	11,865	11,870	11,972	12,043	12,057	12,073	12,068
Total Operating Revenue	11,990	13,267	13,978	13,945	14,093	14,099	14,203	14,275	14,290	14,306	14,302
OPERATING EXPENDITURE											
Operating Expenditure	14,677	16,251	16,454	16,579	16,547	16,546	16,705	16,694	16,682	16,749	16,662
Debt Servicing	503	383	493	556	552	540	529	523	513	501	487
Depreciation	787	932	1,028	859	1,003	984	1,056	1,119	1,128	1,148	1,159
Less Non Funded Depreciation	(220)	0	0	0	0	0	0	0	0	0	0
Operating Expenditure to be Funded	15,747	17,566	17,975	17,994	18,102	18,070	18,290	18,336	18,323	18,398	18,308
Deficit/(Surplus) to Fund	3,757	4,299	3,997	4,049	4,009	3,971	4,087	4,061	4,033	4,092	4,006
FUNDING											
Rates	3,757	4,299	3,997	4,049	4,009	3,971	4,087	4,061	4,033	4,092	4,006
Cash Reserves	0	0	0	0	0	0	0	0	0	0	0
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Other Funding	0	0	0	0	0	0	0	0	0	0	0
Loan Funding	0	0	0	0	0	0	0	0	0	0	0
Total Funding	3,757	4,299	3,997	4,049	4,009	3,971	4,087	4,061	4,033	4,092	4,006
CAPITAL											
Capital Expenditure	2,928	2,523	2,780	1,364	1,184	1,146	1,084	1,385	1,128	1,061	920
FUNDING											
Renewal Funding	672	572	994	717	773	735	668	943	742	675	664
Loan Funding	2,256	1,951	1,786	647	411	411	416	442	386	386	256
Reserve Funding	0	0	0	0	0	0	0	0	0	0	0
Development Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Infill Funding	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	0	0	0	0	0	0	0	0	0	0	0
Total Funding	2,928	2,523	2,780	1,364	1,184	1,146	1,084	1,385	1,128	1,061	920

SUPPORT SERVICES

TEN YEAR PLAN MEASURES AND LEVELS OF SERVICE

PERFORMANCE MEASURES – ACTIVITY OUTCOME MEASURES

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Effectiveness of our customer service strategy, People First (perception)	Percentage of residents that feel they are able to contact Council when and how they want to	TCC - annual residents' survey		55% [†]	52%	Increasing	Increasing	Increasing	Increasing	Increasing
Level of satisfaction with decisions (perception)	Percentage of residents that have confidence that Council makes decisions that are in the best interest of Tauranga	Quality of Life, two yearly survey	23% [†] (2004 survey)	30% (2006 survey)	No Quality of Life survey in 2007/08	Increasing	Increasing	Increasing	Increasing	Increasing

PERFORMANCE MEASURES – SERVICE MEASURES

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Visibility of Council information in the community (perception)	Percentage of residents that feel informed about what Council is doing, and planning to do in the future	TCC - annual residents' survey		56% [†]	No available this year, will be included in next year's residents' survey	Increasing	70%	70%	70%	70%
Accessibility of information to the community (perception)	Of residents who have downloaded, or tried to download, information from Council's website in the past six months, the percentage who were satisfied with the speed of download	TCC					Baseline to be set from first report	Increasing	Increasing	Increasing

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

SUPPORT SERVICES

PERFORMANCE MEASURES – SERVICE MEASURES

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Visibility of Council information in the community (perception)	Percentage of residents that recognise the Our City Views publication and know that it is from Council	TCC - annual residents' survey		47% of residents surveyed could recall or partially recall (unprompted) the name of the Council's publication, Our City Views. 41% knew exactly where to find it. During the year Our City Views was changed from a fortnightly stand-alone publication to a single page on the back of the weekly Bay News publication [†]	25% of respondents could recall or partially recall (unprompted) the name of Council's publication "Our City Views". 38% knew exactly where to find it	Increasing	30% recall name 40% know where to find it	35% recall name 45% know where to find it	40% recall name 50% know where to find it	45-60% recall name 55-70% know where to find it
Supporting the organisation to deliver Council services via awareness of Tangata Whenua and local Iwi issues (factual)	Percentage of permanent staff and Elected Members that have been through at least the first Cultural Connections education module	TCC	72% [†]	89%	Elected Members = 82%. Council staff = 54% of full time equivalent staff	90%	100% Elected Members and 60% of permanent staff	100% Elected Members and 60% of permanent staff	100% Elected Members and 60% of permanent staff	100% Elected Members and 60% of permanent staff
Employee retention (factual)	Annual staff turnover (should be in the range of 11-15%)	TCC	14.50% [†]	13.40%	14.60%	11-15%	11-15%	11-15%	11-15%	11-15%

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

SUPPORT SERVICES

LEVELS OF SERVICE										
What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Visibility of Council information in the community (factual)	Our City Views distributed to the community weekly on the back page of the Bay News, 50 times per year	TCC	23 editions (separate fortnightly publications) †	30 editions (change to weekly part way through the year)	50 editions	Achieved	Achieved	Achieved	Achieved	Achieved
Provision of information - LGOIMA (factual)	All Local Government Official Information & Meetings Act (LGOIMA) requests are responded to within statutory timeframes (15 days)	TCC	74% †	93% 27 requests received, 25 were completed within statutory timeframes	73% 51 requests received, 37 were completed within statutory timeframes	Achieved	Achieved	Achieved	Achieved	Achieved
Provision of corporate planning services - annual and ten year plan processes (factual)	Compliance with statutory requirements for the Annual Plan and Ten Year Plan processes, including audit requirements and specified timeframes	TCC	Achieved †	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Provision of financial services - credit rating (factual)	Council holds a Standard and Poors A credit rating	TCC - Standard & Poors					Achieved	Achieved	Achieved	Achieved
Provision of services - vested assets (factual)	All built assets vested to Council have been built to approved plans and inspected by Council during their construction period, so that we have assurance of their quality	TCC		Achieved †	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved

† Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

SUPPORT SERVICES

LEVELS OF SERVICE

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Provision of financial services - annual report (factual)	Annual Report and audit completed by 30 September each year	TCC	Achieved [†]	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved

OTHER INTERESTING STATS

What this measure tells us	Measure	Data Source	04/05 Actual	06/07 Actual	07/08 Actual	08/09 Target (from 2008/09 Annual Plan)	Year 1 = 09/10 Target	Year 2 = 10/11 Target	Year 3 = 11/12 Target	2013 - 2019 Target
Protection of public health and environment (factual)	Number of identified contaminated sites that the risk to the public is effectively removed, and the total number of identified sites	TCC			All known sites are managed to remove risk to the public. There are currently 400 known contaminated sites and 26 known P-Labs. (2008/09 baseline) [†]		No targets required			

[†] Baseline = first year of actuals

Note: Where a 08/09 target is not available, this indicates that this is a new measure for the 2009-19 Ten Year Plan

SUPPORT SERVICES

ASSET MANAGEMENT

Key Assets as at 30 June 2008

- No assets other than staff computers, servers, software, printers, furniture and vehicles.

The growth in the city will cause minimal change in demand for assets in this Activity.

CAPITAL EXPENDITURE

SUPPORT SERVICES	Total	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
NEW OR UPGRADED ASSETS - OTHER											
On-demand scanning of all property files	\$1,127,000	\$762,000	\$365,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment to scan new consent applications	\$73,000	\$53,000	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aerial photography replacement	\$1,000,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Public access terminals	\$10,050	\$0	\$0	\$0	\$0	\$0	\$5,025	\$0	\$0	\$0	\$5,025
Sundry network communications projects	\$2,118,320	\$535,000	\$485,000	\$288,320	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$0
Extension of metro fibre network	\$848,870	\$196,020	\$652,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enhancements to GIS system	\$496,000	\$102,000	\$46,000	\$86,000	\$46,000	\$46,000	\$46,000	\$46,000	\$26,000	\$26,000	\$26,000
Sundry software developments	\$105,801	\$65,000	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,801	\$0	\$0	\$0
Upgrade of archive storage	\$35,000	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sundry additional furniture	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total new or upgraded assets - other	\$5,816,541	\$1,850,520	\$1,673,850	\$489,320	\$286,000	\$286,000	\$291,025	\$286,801	\$261,000	\$261,000	\$131,025
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total new or upgraded assets - other	\$6,231,497	\$1,850,520	\$1,727,078	\$519,168	\$311,851	\$320,490	\$336,752	\$342,152	\$321,242	\$331,137	\$171,105
ASSET RENEWALS											
Vehicle fleet replacements	\$3,600,500	\$247,000	\$614,000	\$287,000	\$380,500	\$358,000	\$268,000	\$496,000	\$365,000	\$298,000	\$287,000
Minor computer and printer replacements	\$4,800,000	\$400,000	\$450,000	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Sundry software developments	\$215,000	\$0	\$0	\$100,000	\$15,000	\$0	\$0	\$100,000	\$0	\$0	\$0
Sundry mechanical renewals at airport	\$91,000	\$23,000	\$40,000	\$5,000	\$0	\$0	\$23,000	\$0	\$0	\$0	\$0
Sundry renewals	\$30,509	\$0	\$0	\$30,509	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sundry additional furniture	\$20,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Total asset renewals	\$8,757,009	\$672,000	\$1,106,000	\$874,509	\$897,500	\$860,000	\$793,000	\$1,098,000	\$867,000	\$800,000	\$789,000
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total asset renewals	\$10,023,315	\$672,000	\$1,141,171	\$927,854	\$978,625	\$963,710	\$917,600	\$1,309,909	\$1,067,115	\$1,014,978	\$1,030,352
TOTAL SUPPORT SERVICES	\$14,573,550	\$2,522,520	\$2,779,850	\$1,363,829	\$1,183,500	\$1,146,000	\$1,084,025	\$1,384,801	\$1,128,000	\$1,061,000	\$920,025
IMPACT OF INFLATION ON CAPITAL EXPENDITURE											
Total Support Services	\$16,254,811	\$2,522,520	\$2,868,249	\$1,447,022	\$1,290,476	\$1,284,200	\$1,254,352	\$1,652,062	\$1,388,358	\$1,346,115	\$1,201,457

SUPPORT SERVICES