

Performance Report

Nine months ending 31 March 2021

Results Summary

The following tables provide a high-level summary of Council's financial and non-financial results for the nine months ending 31 March 2021.

Long Term Plan

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Corporate Plan

Page	Activity	Non Financial	Financial	Activity Result
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Legend
Non Financial
Financial

MET

90 – 100% met
Within -15% to 3%

PARTIAL MET

75 – 89% met
Within -25% to 5%

NOT MET

0 – 74% met
<-25% or >5%

Leadership - Representation

Community Outcome:

- Elected leaders represent the views of residents and make effective decisions which improve our communities and environment, now and for the future.

Representation	Work Programme	Financial
District Representation Non-financial: These activities are on track with both KPI's and budgets. 100% of Minutes and Agendas were published within agreed KPI time frames, no successful challenges with the Ombudsman or the Privacy Commissioner. A by-election is underway with ten candidates standing for the Katikati-Waihi Beach ward. It is expected that the successful candidate will commence in mid May 2021. The elected members are currently recruiting for a new CEO. Financial: We are currently under budget within the district representation area.		
Treasury Management Non-financial: Council's weighted average cost of funds continues to track downwards as legacy swap contracts mature. Council is also repaying a \$20m debt maturity on the 15th April, bring external debt down to \$90m. Financial: Interest income is unlikely to reach the full year budget due to lower than anticipated market interest rates. Interest expense is likely to be on track for year end due to the budget phasing and cashflow timing of payments.		

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Representation	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(2,062)	(2,212)	Operating Costs	(1,316)	(1,681)	365	22%
(3,353)	(3,504)	Total Costs	(2,089)	(2,650)	561	21%
423	423	Total Direct Income	322	317	5	2%
(2,931)	(3,081)	Net Cost of Service	(1,767)	(2,333)	566	24%
0	0	Capital expenditure	0	0	0	

Leadership – Planning for the Future

Community Outcome:

- In consultation with our communities and guided by our sustainable development approach, we plan for the future.

Planning for the Future	Work Programme	Financial
Resource Management Planning Non-financial: Omokoroa has been a key focus with finalising the structure plan and accompanying residential rules for the final round of community engagement and then formally proceeding down the statutory process. Included in this process is ongoing liaison with several developers who are progressing plans for development in the Prole Road catchment. Converting the District Plan to an ePlan is well underway and is expected to go live next month. Through the Package of Plans process, important input has been provided to two major residential proposals in Te Puke, and this includes using the new rules being developed for Omokoroa. Financial: Although the Structure Plan component is over budget, this is balanced by other parts of the budget.		
Policy & Planning Non-financial: Projects are progressing generally in accordance with the work programme. The key focus for the coming quarter is completion of the Long Term Plan process, and associated consultation matters. Financial: Still slightly underspent but further costs from LTP consultation period and final plan production yet to be accounted for.		

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Policy & Planning	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(1,023)	(1,156)	Operating Costs	(643)	(882)	239	27%
(1,573)	(1,706)	Total Costs	(983)	(1,294)	311	24%
13	13	Total Direct Income	9	9	0	0%
(1,560)	(1,693)	Net Cost of Service	(973)	(1,285)	311	24%
0	0	Capital expenditure	0	0	0	
		Resource Management Planning				
(834)	(856)	Operating Costs	(499)	(653)	154	24%
(1,249)	(1,271)	Total Costs	(788)	(964)	175	18%
0	0	Total Direct Income	0	0	0	
(1,249)	(1,271)	Net Cost of Service	(788)	(964)	175	18%
0	0	Capital expenditure	0	0	0	

Building Communities - Communities

Community Outcome:

- Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their future.

Communities	Work Programme	Financial
Community Development Non-financial: Significant achievement across the broad Community Development activities. All contracts are adding value across the District. Financial: No financial points to raise or to be concerned about, all activities are on track and well advanced.		
Community Facilities Non-financial: Cemetery work is partially met but it is anticipated will be fully met by year end. Financial: Pensioner Housing – Income, tenancy levels higher than expected hence greater income received. Capital works, last years budget for Capex not carried forward. Work required to complete Healthy Homes. Cemeteries – Operating costs underspent due to timing issue. Will be on track by year end. Community Halls - Income collection slightly lower than budget likely due to non-rateable properties .		
Emergency Management Non-financial: There will be a review of availability and suitability of the currently nominated Community Lead Centre's in the event of an emergency. A readiness review of Emergency Management and the EOC has been undertaken by the controller. Financial: On track.		

Communities	Work Programme	Financial
<p>Libraries and Service Centres</p> <p>Non-financial: District wide libraries continue to be popular with our communities and have had a slight increase for the 3rd quarter in foot traffic (+1%) following a previous decrease that appears to correlate with an increase in online council services. There has been a similar increase in membership (now 17,558) and a 4.5% increase in physical issues. The collections have increased by 2% with 83,462 physical items and 26,962 electronic resources available.</p> <p>Customer Contacts (Phones, Counter, CCR's, Digital and electronic (Emails/Web/Antenno)) increased overall by +4.9% comparative to 3rd quarter 2019-2020 (43,065 vs 41,066). The increases were: +32.8% in Digital Online Services Contacts (2200 versus 1657) and 24.8% (9283 versus 7438) Email/Web/Antenno traffic.</p> <p>There was a decrease of -44.7% in Counter (face-to-face) activity; a combination of processes such as Building Consents, Resource Consents, Parking and Freedom Camping Infringement Waiver requests, Dog Registrations, LIMS, Water Leak Remission applications and RAPID number requests continuing to gain traction online, and the effects of COVID-19. Of the 6,124 CCR's raised in the 3rd Quarter: - 1,945 (32%) were Digital/Online (Property Files, Building Consents, Direct Debits, Compliance Inspections, LIM's and Resource Consents). We took a total of 29,684 calls, those handled by the After-hours service decreased from 2,440 to 2,345 (-3.9%). CCR's raised After-hours decreased from 826 to 806 (-2.4%).</p> <p>1,127 devices are now connected to Antenno (95 more than the 2nd Quarter). We continue to post frequently, and regularly receive reports (CCR's).</p> <p>Current key project for the Customer team is the pilot Customer Relationship Management module. A key goal of the project is to realise a 'single view of the customer' – which will help us to understand the customer journey and associated back office and workflows – including CCRs.</p> <p>Financial:</p> <p>Underspends Libraries materials due to publishing lag and ongoing delivery impacts following COVID. Radio Frequency Identification technology project completed under budget.</p>		

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Community Development & Grants	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(1,850)	(2,044)	Operating Costs	(1,112)	(1,546)	434	28%
(2,291)	(2,485)	Total Costs	(1,388)	(1,877)	490	26%
30	30	Total Direct Income	132	22	109	491%
(2,262)	(2,455)	Net Cost of Service	(1,256)	(1,855)	599	32%
0	0	Capital expenditure	0	0	0	
		Emergency Management				
(204)	(204)	Operating Costs	(13)	(155)	142	92%
(422)	(422)	Total Costs	(153)	(318)	166	52%
0	0	Total Direct Income	(45)	0	(45)	
(422)	(422)	Net Cost of Service	(198)	(318)	120	38%
0	0	Capital expenditure	0	0	0	

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Information Centres	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(2,285)	(2,285)	Operating Costs	(1,842)	(1,752)	(90)	-5%
(3,723)	(3,723)	Total Costs	(2,992)	(2,895)	(97)	-3%
1,836	1,836	Total Direct Income	1,481	1,377	104	8%
(1,887)	(1,887)	Net Cost of Service	(1,511)	(1,518)	7	0%
(377)	(473)	Capital expenditure	(238)	(355)	117	33%
		Cemeteries				
(81)	(81)	Operating Costs	(76)	(60)	(16)	-26%
(241)	(241)	Total Costs	(137)	(181)	44	24%
75	75	Total Direct Income	69	56	13	23%
(166)	(166)	Net Cost of Service	(67)	(124)	57	46%
(75)	(120)	Capital expenditure	(14)	(7)	(6)	-85%
		Community Halls				
(440)	(440)	Operating Costs	(351)	(330)	(21)	-6%
(546)	(546)	Total Costs	(404)	(410)	5	1%
349	349	Total Direct Income	220	261	(42)	-16%
(197)	(197)	Net Cost of Service	(185)	(148)	(37)	-25%
0	0	Capital expenditure	0	0	0	

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Pensioner Housing	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(389)	(389)	Operating Costs	(281)	(292)	10	3%
(622)	(622)	Total Costs	(390)	(466)	76	16%
420	420	Total Direct Income	358	315	43	14%
(202)	(202)	Net Cost of Service	(32)	(151)	119	79%
(50)	(50)	Capital expenditure	(86)	(38)	(49)	-129%

Building Communities – Recreation & Leisure

Community Outcome:

- Recreation and leisure facilities are well planned and safe to meet the diverse and changing needs of our community.

Recreation and Leisure

Work Programme

Financial

Coastal and Marine Structures

Non-financial: Pukehina boat ramp renewal construction contract has been awarded and offsite (prefabrication) works are underway. Completion is expected by the end of the financial year. Omokoroa jetty/pontoon repairs have been completed. Two of the Omokoroa ferry landing fender piles have recently been damaged by the Barge operator. These will be replaced and costs recovered via his insurer.

New playground equipment for Omokoroa Domain has been ordered. Advice recently received from the supplier(s) is of extended delivery delay due to global supply chain issues with overseas sourced equipment due to arrive in NZ in July 2021. The playground construction tender has been let and the outcome of this will be known in May 2021.

Financial: Capital expenditure has been delayed due to consenting issues, along with procurement issues e.g. Pukehina Boatramp being retendered due to initial tender prices being too high. The Omokoroa Domain playground development budget which makes up a large proportion of the budget year to date will need to be carried forward into the 2021/22 financial year.

Recreation Reserves and Facilities

Non-financial: There were some issues with the Reserve Maintenance Contractor delivering the mowing component of the contract during February/March. Additional resource brought in by the contractor has seen an improvement with the mowing. Sportsfield turf renovations are currently underway as a number of sportsfields have suffered from drought conditions two summers in a row. A number of projects have been completed or are underway.

Cycleways continue to be popular with a lot of usage.

Financial: District Reserves operational expenditure is within financial tolerances (-0.9%). District Reserves capital expenditure is over budget due to the unplanned purchase of 294 Beach Road. The purchase of the property at Clark Rd will increase the overspend for the May report.

Finco's are \$500K (-33.7%) lower than anticipated for the third quarter.

Recreation and Leisure

**Work
Programme**

Financial

Sub Regional Reserves

Non-financial: The Kiwicamp project is now complete and the facilities are in use. The events space has successfully been used for two large scale events, including the Park's 10th anniversary celebration. CCTV cameras and automatic gates have now been installed at the Park's main entrance which has seen a decline in out-of-hours incidents in the main body of the Park. Planting is now complete and preparations are underway for planting in the new financial year following the hand back of further cutting rights areas. A TECT Park User Group Forum was held on 15 March 2021.

Financial: Income is higher than budget year to date primarily due to \$200K Government subsidies for the Kiwicamp Facility, \$260K additional forestry income and \$152K TCC contribution towards Park expenditure. Capital expenditure is higher than budget year to date, however, this is offset by Government subsidies for the Kiwicamp Facility.

Operational expenditure is within financial tolerances.

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Recreation Reserves & Facilities	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(3,993)	(3,973)	Operating Costs	(3,234)	(2,980)	(254)	-9%
(5,495)	(5,475)	Total Costs	(4,184)	(4,277)	92	2%
2,467	2,467	Total Direct Income	1,643	1,850	(207)	-11%
(3,028)	(3,008)	Net Cost of Service	(2,542)	(2,427)	(115)	-5%
(2,753)	(3,517)	Capital expenditure	(3,264)	(2,638)	(626)	-24%
		Coastal & Marine Structures				
(233)	(233)	Operating Costs	(113)	(175)	62	35%
(929)	(929)	Total Costs	(535)	(696)	162	23%
0	0	Total Direct Income	0	0	0	
(929)	(929)	Net Cost of Service	(535)	(696)	162	23%
(844)	(1,447)	Capital expenditure	(205)	(1,085)	880	81%

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Sub-Regional Parks	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(747)	(747)	Operating Costs	(506)	(564)	58	10%
(1,064)	(1,064)	Total Costs	(687)	(826)	139	17%
471	471	Total Direct Income	817	16	800	4852%
(593)	(593)	Net Cost of Service	130	(809)	939	116%
(1,034)	(697)	Capital expenditure	(506)	(564)	58	10%

Building Communities – Regulatory

Community Outcome:

- Regulatory services are delivered through a balanced compliance approach, promoting the safety and well-being of our communities and enhanced sustainability of our built and natural environments.

Regulatory	Work Programme	Financial
Animal Control <p>Non-financial: Registration compliance has been a focus and registration numbers are slowly increasing with 9861 known dogs and 9598 registered (97.3%). Known dog numbers have increased by 308 dogs so far this year.</p> <p>Wander dog events for the year have been successfully completed with all walks being undertaken and the dogs day out, with increased attendances from previous years. Only one event was cancelled due to weather, the last event of the year - dogs in togs at Te Puke pool.</p> <p>Complaint numbers YTD are at the same levels for the same period last year. Impound levels are also at the same level as this period last year.</p> <p>Financial: Dog budget is favourable, this is due to phasing of the dog registration revenue. Dog revenue YTD is \$615K against full year \$629K, it is anticipated that full year actual revenue will be on target with full year budget.</p> <p>Operating costs show overall \$2K savings. There are increased operational costs primarily for contractors expenses in the delivery of shelter cover costs prior to full shelter staffing) this is balanced out by the reduction in staff costs. There was an increase in corporate overheads of \$55K against budget.</p>		
Building Services <p>Non-financial: 979 building consents have been received for the year to end of March. Compared to 890 applications received for the same period last year. This is an increase of 10% from the same period last year. An average of 89% of the building consents were issued within 20 working days. Approximately 53% of request further information were issued within 15 working days. 10,330 inspections for building consents have been carried out for the year to end of March compared to 10,171 inspections for the same period last year. This is an increase of 2% from the same period last year.</p> <p>836 code compliance certificates were issued for the year to date and 97% of them were issued within 20 working days.</p> <p>There were a total of 92 Building Act related CCR's for the year to end March with 87 (95%) of them dealt with within the KPI.</p>		

Regulatory

Work Programme

Financial

Financial: There is an increase in operating costs in the Applications cost centre (\$220k) and this is mainly attributed to consultant's costs. However, this has been offset by increased revenue (\$517k).

There is an increase in consultant's costs in the Inspections cost centre (\$72k) and this is offset by an underspend in salaries (\$125k). There is also increased revenue (\$588k).

Compliance & Monitoring

Non-financial: Volumes of work across the team continued through quarter three at increased levels. Resource consents requiring monitoring was up 11% with 124 consents requiring monitoring. Complaints were also up in this area 7%.

Alcohol licence applications were up 28% for the quarter with 76 applications for the quarter, with most increases being in the special licence category. Overall position year to date for resource consent monitoring, complaints and alcohol licensing is up on average 25% from 2019/20 levels.

IANZ undertook an external assessment of the Food QMS for Council food verification services in March. Council's QMS met accreditation requirements, with only two areas for further work to be undertaken around documentation of officer competency.

Traffic and parking and freedom camping infringements were up on the same period last year. The biggest increase was in the number of freedom camping infringements being issued, with 84 infringements issued for the quarter due to changes to the monitoring approach to address non compliance.

Financial: Overall position for the compliance and monitoring activity is favourable. Liquor licence budget is positive \$56K due to increased fees \$22K and savings in District Licensing Committee costs and staffing (coding).

Public enquiries budget is positive \$65K with staff, monitoring and contractor fees down. Budget is included in this cost centre for freedom camping monitoring that has not been used due to MBIE funding.

The resource consent monitoring budget is positive \$78K with increased fees from MBIE for freedom camping activities. The costs for the seasonal monitoring service are less than anticipated.

Environmental health budget was not favourable with net cost of \$29K this was due to fees down \$4K, corporate overheads up \$14K and increases in staff costs \$13K (coding).

Regulatory	Work Programme	Financial
<p>Development Engineering</p> <p>Non-financial: This team have met all objectives again. A significant post-Covid rise in workload has been offset by the successful recruitment of a Senior Development Engineer. Recruitment of another Development Engineer, as approved within the LTP, is currently being planned to help offset the workflow growth.</p> <p>Financial: This team is an allocated overhead within the Environmental & Building Consenting processes. The general financial state for the team is very good.</p> <p>Resource Consents</p> <p>Non-financial: Land Information Memoranda (LIMs) - 951 have been received for the financial year to date. All have been processed within the statutory timeframe of 10 days. Project Information Memoranda (PIMs) – 96.1% (1013/1054) were processed within 20 working days. No appeals have been considered at this time. One appeal is currently pre-mediation (G&T Developments – Pukehina Parade). Land Use Applications - 85% (149/175) were processed within 20 working days. Subdivision Consents – 90.6% (116/128) were processed in 20 working days. Section 223 survey plan approvals achieved 85.8% (79/92) in 10 working days.</p> <p>Financial: Resource Consents - operating expenditure is generally above budget. Consultants are being used to assist with processing higher consent volumes. This has been supported by increase in revenue received from fees which is more than budget. It is noted that fees for engineering plan approvals and s.223/s.224 certificates is below the budget, which is indicative of market forces.</p> <p>Land Information Memoranda (LIMs) - operating expenditure is marginally over budget by \$12k due to resourcing costs. This is compensated by income received from LIMs and PIMs which exceeds budget by \$166k.</p>		

Financial Summary

					Variance +/-	
Full Yr. Budget \$'000	Full Yr. Revised Budget \$'000	Regulatory - Resource Consents	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(1,230)	(1,230)	Operating Costs	(1,143)	(943)	(200)	-21%
(2,486)	(2,486)	Total Costs	(1,993)	(1,885)	(108)	-6%
1,609	1,609	Total Direct Income	1,483	1,207	276	23%
(878)	(878)	Net Cost of Service	(510)	(679)	168	25%
0	0	Capital expenditure	0	0	0	
		Regulatory - Building & Health				
(3,277)	(3,277)	Operating Costs	(2,641)	(2,516)	(125)	-5%
(4,830)	(4,830)	Total Costs	(3,657)	(3,681)	24	1%
3,345	3,345	Total Direct Income	3,300	2,509	792	32%
(1,485)	(1,485)	Net Cost of Service	(357)	(1,172)	815	70%
0	0	Capital expenditure	0	0	0	

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Regulatory – Animal Control	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(745)	(754)	Operating Costs	(571)	(577)	6	1%
(1,225)	(1,235)	Total Costs	(882)	(937)	55	6%
705	705	Total Direct Income	653	528	124	24%
(521)	(530)	Net Cost of Service	(230)	(409)	179	44%
0	0	Capital expenditure	0	0	0	
		Regulatory - Compliance				
(1,105)	(1,105)	Operating Costs	(741)	(844)	103	12%
(1,628)	(1,628)	Total Costs	(1,074)	(1,237)	163	13%
511	511	Total Direct Income	539	383	156	41%
(1,118)	(1,118)	Net Cost of Service	(535)	(854)	318	37%
0	0	Capital expenditure	0	0	0	
		Regulatory - Development Engineering				
(606)	(706)	Operating Costs	(421)	(530)	108	20%
(25)	(125)	Total Costs	(4)	(94)	89	95%
0	0	Total Direct Income	4	0	4	
(25)	(125)	Net Cost of Service	0	(94)	94	100%
0	0	Capital expenditure	0	0	0	

Building Communities – Stormwater Network

Community Outcome:

- Stormwater networks are designed and managed to meet community and environmental needs.

Stormwater Network	Work Programme	Financial
<p>Stormwater Network</p> <p>Non-financial: Significant weather /rainfall events this year so far have been minimal and not had any major impacts on the operational budgets. Generally on track, with no issues to report. The Omokoroa stormwater bund funded from the CIP DIA funds has been completed. The walkway extension funded by TECT is waiting on the consent process.</p> <p>Financial: Stormwater operational budgets tracking against actual costs. No major variances to report, other than district stormwater income considerable higher than what was budgeted.</p>		

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Stormwater	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(974)	(999)	Operating Costs	(487)	(762)	275	36%
(3,880)	(3,905)	Total Costs	(2,698)	(2,942)	243	8%
6,296	6,296	Total Direct Income	27,356	4,497	22,859	508%
2,417	2,392	Net Cost of Service	24,658	1,556	23,102	1485%
(5,457)	(2,665)	Capital expenditure	(630)	(625)	(5)	-1%
		Waihi Beach Coastal Protection				
(57)	(57)	Operating Costs	(11)	(43)	32	74%
(136)	(136)	Total Costs	(66)	(102)	36	35%
105	105	Total Direct Income	86	79	7	9%
(31)	(31)	Net Cost of Service	20	(23)	43	184%
0	0	Capital expenditure	0	0	0	

Building Communities - Transportation

Community Outcome:

- Transportation networks are safe, affordable, sustainable and planned to meet our Community's needs and support economic development.

Transportation	Work Programme	Financial
Roading <p>Non-financial: There have been delays to some capital projects. Seal extension due to local and iwi input, Omokoroa Roding due to land access issues and obtaining agreement with NZTA over intersection locations and interchange impacts. Roding operations and maintenance is generally on track, there have been dust issues with the dry summer. There is a shortage of Roding contractors and this means that some projects that are ready maybe delayed.</p> <p>Financial: No issues, operating expenditure is a little under budget, capital expenditure is under budget at this stage. The TECT \$1m grant for the Omokoroa to Tauranga cycleway will be paid in April.</p>		
Network Development <p>Non-financial: All the community board approved roading projects have been completed. Note that the approved projects may not spend the full budget allocation in any one year. Omokoroa Roding projects are behind programme due to delays in getting agreement with NZTA over the industrial road intersection location. The Omokoroa Rd upgrade is going well with few complaints and lots of compliments to the contractor J Swap.</p> <p>Financial: The Omokoroa roading improvements are being delivered over multiple years from multiple funding sources. The CIP funding has meant an acceleration in the programme. Expenditure is subject to the board's prioritisations and unspent allocations remain in the boards current accounts.</p>		
Network Optimisation <p>Non-financial: WestLink are preparing their offer of service for the proposed One Network Maintenance Contract two year extension. LED streetlight implementation ongoing and expects some decorative lighting upgrades. The full budget at 85% subsidy is to be extended by year end. As at March 1100 of 1500 LEDs have been installed. The Maniatutu Road rehabilitation construction defects are to be resolved by WestLink and Downer, at this stage there will be a holding seal with the rebuild next year at the contractor expense. The Williams Road seal extension may commence prior to the end of this financial year.</p> <p>Financial: Capital spend affected by Mountain and Tirohanga Roads seal extension delays. Some seal widening sites have been delayed due to funding uncertainty.</p>		

Transportation

**Work
Programme**

Financial

Transportation Health & Safety

Non-financial: A number of these projects will be either delivered or will commence in the final quarter of the year. Work to address safety concerns on the Borell Road section of the Omokoroa to Tauranga cycleway is being planned. Business case activities for Welcome Bay Road, Te Puke to Maketu shared path cycleway and No 1 Road shared path cycleway are underway.

Financial: The final low cost low risk programme delivery and resulting cost for the year has several influences such as land owner consents, archaeological authority, funding certainty, weather events, construction resource availability, materials availability, etc.

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Transportation	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(10,197)	(10,247)	Operating Costs	(7,776)	(7,649)	(127)	-2%
(22,906)	(22,956)	Total Costs	(16,331)	(17,181)	850	5%
27,380	27,380	Total Direct Income	19,341	19,485	(144)	-1%
4,474	4,424	Net Cost of Service	3,010	2,304	706	31%
(15,709)	(20,322)	Capital expenditure	(7,092)	(14,126)	7,034	50%

Building Communities – Water Supply

Community Outcome:

- Water supply is provided to our Community in a sustainable manner.

Water Supply	Work Programme	Financial
Council Water Supply Non-financial: Water treatment plants have been operating well over the last nine months with minor operational issues relating more to failures in the network that supply our customers. Increased costs noted in both Western and Central water supply cost codes as a reflection of this. Additional water testing regime has been initiated in the eastern supply zone bores. Financial: Generally on track financial wise with slight over expenditure predicted at year end. However income is tracking above the planned budget, so impact may be minor.		

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Western Water Supply	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(1,770)	(1,770)	Operating Costs	(1,682)	(1,281)	(401)	-31%
(3,875)	(3,875)	Total Costs	(3,131)	(2,860)	(271)	-9%
5,469	5,469	Total Direct Income	7,982	4,026	3,956	98%
1,594	1,594	Net Cost of Service	4,851	1,166	3,684	316%
(674)	(911)	Capital expenditure	(186)	(260)	74	28%
		Central Water Supply				
(1,364)	(1,364)	Operating Costs	(950)	(1,027)	77	7%
(3,336)	(3,336)	Total Costs	(2,211)	(2,506)	294	12%
3,921	3,921	Total Direct Income	3,244	2,903	341	12%
585	585	Net Cost of Service	1,032	397	635	160%
(1,359)	(1,608)	Capital expenditure	(125)	(344)	218	64%
		Eastern Water Supply				
(2,248)	(2,248)	Operating Costs	(1,641)	(1,664)	23	1%
(4,965)	(4,965)	Total Costs	(3,571)	(3,702)	131	4%
6,574	6,574	Total Direct Income	4,796	3,618	1,179	33%
1,609	1,609	Net Cost of Service	1,225	(84)	1,309	1563%
(2,843)	(2,893)	Capital expenditure	(261)	(285)	24	9%

Protecting the Environment – Natural Environment

Community Outcome:

- Areas of our natural environment with important environmental, cultural and heritage values are protected.

Natural Environment

**Work
Programme**

Financial

Environmental Protection

Non-financial: All projects are on track and progressing well. Some good impacts on the environment through these projects.

Financial: No issues to report, projects all on track and linking with the LTP Natural Environment goals.

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Natural Environment	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(912)	(912)	Operating Costs	(560)	(686)	126	18%
(910)	(910)	Total Costs	(541)	(684)	143	21%
749	749	Total Direct Income	488	562	(74)	-13%
(162)	(162)	Net Cost of Service	(53)	(123)	70	57%
0	0	Capital expenditure	0	0	0	

Protecting the Environment – Waste Management

Community Outcomes:

- Wastewater services are well planned and maintained to ensure a clean and healthy environment.
- Efficient waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

Waste Management	Work Programme	Financial
Wastewater Non-financial: Operational wise the levels of service across all wastewater schemes in the district have continued to deliver without any major issues impacting on our communities. There are a number of compliant issues that staff are working through at various plants. Individual comments can be noted against each plant reports. Significant progress is being made with the Crown Infrastructure Projects (CIP) DIA three waters projects. This is mainly focused on waste water to marae with two contracts let and significant engagement with marae. There is a design review of the options for the permanent reinstatement of the treatment plant. This is looking at the option of a two cell model rather than a single cell to better balance summer and winter flows. Financial: Operational wise the wastewater plants are generally tracking against operational budget with one exception being Waihi Beach given the temporary treatment plant setup. The DIA CIP projects are not budgeted but are funded from the DIA grant.		
Solid Waste Non-financial: General solid waste activity on track for the year with no issues to report. Recycling and Green waste centres operating well. Service requests regarding dumped rubbish have been on the rise in this last quarter. Kerbside collection service contract implementation is well underway with bins to be delivered to households in early May ready for 1st July start up. All on track. Financial: Financially on track with cost savings in a number of cost centres. Financial tracking of kerb side contract will start next financial year.		

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Waihi Beach Wastewater	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(1,212)	(1,212)	Operating Costs	(1,404)	(926)	(478)	-52%
(2,772)	(2,772)	Total Costs	(2,554)	(2,096)	(458)	-22%
3,321	3,321	Total Direct Income	2,564	2,341	224	10%
548	548	Net Cost of Service	10	245	(235)	-96%
(230)	(495)	Capital expenditure	(30)	(80)	50	63%
		Katikati Wastewater				
(1,136)	(1,136)	Operating Costs	(696)	(852)	156	18%
(2,226)	(2,226)	Total Costs	(1,424)	(1,670)	246	15%
3,055	3,055	Total Direct Income	2,340	2,239	101	5%
829	829	Net Cost of Service	916	569	347	61%
(579)	(699)	Capital expenditure	(45)	(88)	42	48%

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Te Puke Wastewater	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(1,210)	(1,210)	Operating Costs	(629)	(794)	165	21%
(2,013)	(2,013)	Total Costs	(1,132)	(1,396)	264	19%
3,747	3,747	Total Direct Income	2,854	2,660	194	7%
1,734	1,734	Net Cost of Service	1,721	1,264	458	36%
(1,160)	(1,170)	Capital expenditure	(227)	(630)	403	64%
		Omokoroa Wastewater				
(1,154)	(1,154)	Operating Costs	(481)	(865)	385	44%
(3,879)	(3,879)	Total Costs	(2,448)	(2,918)	471	16%
3,166	3,166	Total Direct Income	2,480	2,322	159	7%
(713)	(713)	Net Cost of Service	32	(597)	629	105%
(896)	(919)	Capital expenditure	(150)	(212)	62	29%
		Maketu Wastewater				
(613)	(613)	Operating Costs	(526)	(461)	(64)	-14%
(1,501)	(1,501)	Total Costs	(1,210)	(1,127)	(83)	-7%
547	547	Total Direct Income	443	410	33	8%
(953)	(953)	Net Cost of Service	(767)	(716)	(50)	-7%
(80)	(80)	Capital expenditure	(23)	(50)	27	54%

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Ongare Wastewater	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(35)	(35)	Operating Costs	(60)	(26)	(34)	-128%
(146)	(146)	Total Costs	(138)	(109)	(29)	-26%
44	44	Total Direct Income	64	0	64	
(101)	(101)	Net Cost of Service	(74)	(109)	35	32%
0	0	Capital expenditure	(19)	0	(19)	
		District Solid Waste				
(661)	(611)	Operating Costs	(279)	(361)	82	23%
(816)	(766)	Total Costs	(386)	(478)	92	19%
130	130	Total Direct Income	383	97	285	292%
(686)	(636)	Net Cost of Service	(3)	(380)	377	99%
0	0	Capital expenditure	0	0	0	
		Western Solid Waste				
(504)	(504)	Operating Costs	(335)	(383)	48	12%
(646)	(646)	Total Costs	(426)	(490)	64	13%
783	783	Total Direct Income	585	587	(2)	0%
136	136	Net Cost of Service	159	97	62	64%
0	0	Capital expenditure	0	0	0	

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Eastern Solid Waste	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(240)	(240)	Operating Costs	(139)	(183)	43	24%
(354)	(354)	Total Costs	(210)	(268)	58	22%
535	535	Total Direct Income	413	401	12	3%
181	181	Net Cost of Service	204	133	70	53%
0	0	Capital expenditure	0	0	0	
		Omokoroa Solid Waste				
(68)	(68)	Operating Costs	(37)	(51)	14	28%
(97)	(97)	Total Costs	(56)	(73)	17	23%
186	186	Total Direct Income	103	139	(36)	-26%
88	88	Net Cost of Service	47	66	(20)	-30%
(50)	(50)	Capital expenditure	0	0	0	

Supporting our Economy - Economic

Community Outcome:

- To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

Economic

**Work
Programme**

Financial

Economic Development

Non-financial: All contract holders continue to add value to Council and the region.

Financial: All budgets remain on track with no issues to report.

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Economic	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(666)	(666)	Operating Costs	(642)	(499)	(142)	-28%
(735)	(714)	Total Costs	(658)	(536)	(122)	-23%
324	324	Total Direct Income	241	243	(2)	-1%
(411)	(390)	Net Cost of Service	(417)	(293)	(124)	-42%
(662)	(662)	Capital expenditure	(5)	(497)	491	99%

Customer Service

Council Outcome:

- Customers are provided with an environment where their needs are understood, information is accurate and user friendly, and advice and services are provided in a timely and professional manner.

Customer Service	Work Programme	Financial
<p>Service Delivery Processes & Standards</p> <p>Non-financial: A detailed CCR reporting framework is provided to Senior Management Team on a weekly basis. The customer services work programme has been identified and incorporated into the Future Ready and Corporate Plan programme; this includes a new Customer Relationship Management system. Unified communications project will be fully scoped once appointment of fixed-term project technical manager is made.</p> <p>Financial: No issues.</p>		

Engagement & Communication

Council Outcome:

- Residents and all key communities of interest are effectively engaged.

Engagement & Communication	Work Programme	Financial
Communication Non-financial: Quarter highlights: <ul style="list-style-type: none">• Development and implementation of 'Wai-wise' summer water conservation campaign from December-February across radio and digital.• Launch of kerbside rubbish and recycling campaign in February - launch of Kerbside Collective website and initial round of communication with the District prior to bin delivery starting in May. Ongoing communications and strategy for subsequent phases.• Long Term Plan - development and production of Consultation Document in line with opening of Phase Three consultation.• Long Term Plan - planning, development and undertaking of Phase Three consultation (Mar-Apr 2021), including three Love the Western Bay Community Fun Day events and website.• Omokoroa Peninsula Projects - ongoing communications, strategy and planning for community drop in sessions and key updates/announcements. <p>No risks or issues to raise during this period.</p> <p>Financial: Operating costs are within budget.</p>		
Maori Non-financial: Training of new staff on Treaty of Waitangi recently completed. Financial: Marae Sustainability Initiatives Fund is being used to undertake a significant upgrade project at Te Rereatukahia.		
Community Relationships Non-financial: Relationships across the District, through community engagement are strong. Financial: All budgets are on track with no issues of concern.		

Internal Processes – Asset Management

Council Outcome:

- Council's assets are efficiently, effectively and proactively managed.

Asset Management	Work Programme	Financial
Asset Management Non-financial: On track but significant staff resources required to implement the new Water Care system - this is an organisational Future Ready Organisation (FRO) project. Financial: At this point on track however it will require 3 Waters Crown Infrastructure Projects (CIP) funding this year and FRO funding next year for the implementation.		
Corporate Property Non-Financial: Several refurbishment/re-organisation projects are underway given the Front of House project has been delayed due to implementation of Kerbside Recycling. Financial: Capamaigen Drive Property – operating costs, variance due to under expenditure and over recovery and does not actually represent cash flow Corporate Property – Non rateable - corporate overheads appear to have been incorrectly allocated. Finance investigating. Strategic Property – capital variance (\$2m) purchase of Priest land. Property Management –operating underspent salaries budget pending additional position (Property Officer). Income recognises a gain on realisation of assets (book entry). Capital expenditure variance (\$130k) is a timing issue with last years second tranche of vehicles allocated to 20/21 year. Will be overspent by end of year.		

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Corporate Assets	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(769)	(769)	Operating Costs	(675)	(588)	(86)	-15%
(1,009)	(1,009)	Total Costs	(728)	(778)	51	6%
106	106	Total Direct Income	113	79	34	43%
(904)	(904)	Net Cost of Service	(615)	(699)	85	12%
(1,119)	(1,080)	Capital expenditure	(2,809)	(810)	(1,999)	-247%

Internal Processes - Key Business Processes

Council Outcome:

- Systems and processes represent value for money and meet the business needs of the organisation.

Key Business Processes	Work Programme	Financial
Quality Management		
Non-financial: Processes required for new initiatives i.e. Kerbside collections are being documented. Assessments of existing processes will recommence in April 2021.		
Financial: There are no financial implications for this activity.		
Information Management		
Non-financial: Two new projects added, 3 Waters Collaboration Project and ERP Replacement - CRM Pilot both commencing this financial year. Both projects of high priority which has seen BAU and other projects reprioritised. The online payment module has been upgraded and other projects dependent on this work is now in progress.		
Financial: The IT activity budget is likely to be overspent in IT software maintenance and development due to increase in licence numbers for new staff and additional costs.		
Procurement		
Non-financial: Procurement will continue to prioritise improvements to procurement processes within Council and invest in developing understanding and building customer relations. Informal feedback suggests this change has been noted and procurement is gaining visibility and profile in Council. Procurement is committed to ensure procurement practices are followed and is implementing controls where necessary (e.g. business decisions capturing dispensations; MasterCard approvals). KPIs need to be reviewed to ensure they are fit for purpose under the new LTP and 'future ready' Council requirements.		
Financial: As a support function team, Procurement contributes to CAPEX projects and operational expenditure via the procurement route to ensure best value for money for Council.		

Key Business Processes

Work
Programme

Financial

Financial Management

Non-financial: Finance team heavily involved in LTP work and implementation of IBIS Breeze budget and forecasting tool while maintaining business as usual. The Accounting Operations team have been involved the development/implementation of an automated OCR tool for accounts payable, and working with a contractor on streamlining reconciliation issues.

Financial: Corporate Finance - Income higher than budget YTD due to unbudgeted LGFA and Zespri dividends received.
Rates Appropriation - YTD overspends across most operating postcodes. Predominantly due to budget phasing tasks yet to be carried out.
All other cost centres are within financial thresholds.

Continuous Improvement

Non-financial: The Energy Management Policy was adopted by the Senior Management Team in March. The policy will provide the platform for the development of energy saving initiatives.

The Future Ready initiative will be launched to the organisation in April. This has identified a number of improvement initiatives that will commence in the coming months. As part of this the Project Management methodology for the organisation is key. Work is continuing in regard to this methodology.

Financial: No issues, costs are within budget.

Financial Summary

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Financial Services	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(2,161)	(2,161)	Operating Costs	(1,411)	(1,620)	210	13%
(140)	(140)	Total Costs	(95)	(105)	10	10%
605	605	Total Direct Income	535	453	82	18%
465	465	Net Cost of Service	440	348	92	26%
0	0	Capital expenditure	0	0	0	
		Treasury Operations				
(161)	(161)	Operating Costs	(98)	(121)	23	19%
(505)	(505)	Total Costs **	(1,056)	(379)	(677)	-179%
400	400	Total Direct Income	55	300	(245)	-82%
(105)	(105)	Net Cost of Service	(1,001)	(79)	(922)	-1169%
0	0	Capital expenditure	0	0	0	

** refer to page 3 for variance explanation.

					Variance +/-	
Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Rate appropriation	Actual YTD \$'000	Revised Budget YTD \$'000	\$'000	%
(2,180)	(2,180)	Operating Costs	(2,201)	(435)	(1,766)	-406%
(2,180)	(2,180)	Total Costs	(2,201)	(435)	(1,766)	-406%
28,675	28,675	Total Direct Income	21,142	21,506	(364)	-2%
26,495	26,495	Net Cost of Service	18,941	21,071	(2,130)	-10%
0	0	Capital expenditure	0	0	0	

Internal Processes – Work Effectively with Others

Council Outcome:

- Collaboration with other organisations achieves improved community outcomes.

Work Effectively with Others	Work Programme	Financial
<p>Planning & Working in Partnership</p> <p>Non-financial: On track. External relationships require ongoing management.</p> <p>Financial: No budget issues.</p>		

Internal Processes – Risk Management

Council Outcome:

- Risks are identified, minimised or mitigated.

Risk Management	Work Programme	Financial
<p>Risk Management</p> <p>Non-financial: Business Continuity plans have been completed and will be considered by the Senior Management Team in April. The 2021 planned risk programme will be impacted by the change in personnel in the short term. Once, staff appointed priorities will be agreed and progressed. The position of a Subject Matter Expert for the Audit and Risk Committee is currently being advertised.</p> <p>Financial: There are no financial implications for this activity.</p> <p>Occupational Safety & Health</p> <p>Non-financial: Health and safety systems are fully compliant. Investigations have been undertaken for any high severity safety events. Scheduled safety site assessments have been undertaken throughout the reporting period. Group managers have undertaken due diligence safety engagement and site visits in conjunction with Officer Protocols. Six safety policies have been reviewed within the reporting period, including the drug and alcohol and lone worker policies.</p> <p>Financial: On track, no issues to report.</p>		

Learning & Innovation – Staff Knowledge & Skills

Council Outcome:

- Knowledgeable and skilled workforce enhances organisational capability and effectiveness.

Staff Knowledge & Skills	Work Programme	Financial
Capacity & Recruitment Non-financial: A review of the Future Ready, Together research work and the 2020 Corporate Plan review helped us understand the steps we all need to take to be ready for the future, identifying many challenges that are increasingly likely to impact on Council's ability to deliver its services and outcomes for the District. To achieve the aims of Future Ready, Together a number of projects and initiatives have been identified and approved. Workstream and project leads have been appointed and they will begin to scope, plan, prioritise, and mobilise resources from across the organisation. Council currently employs approximately 260 FTE's with 25 new roles being approved from 1 July 2021 (Long term Plan). As at 1 July the FTE count will be approx. 285, plus casuals and fixed term employees. Recruitment continues to be steady. Voluntary turnover (11.30%) and overall staff turnover (12.8%) have decreased slightly for the period and remain consistent with local government statistics. As anticipated accrued leave has decreased slightly following higher than normal levels due to COVID-19 travel restrictions. We expect accrued leave to continue trending down. Succession and workforce planning will continue to be monitored throughout the next financial year. This includes analytics such as demographic statistics and trends, which were reviewed within the reporting period. Financial: On track		
Clear Accountabilities & Responsibility Non-financial: Performance and development conversations continue to be a key focus for people leaders. Sixth monthly performance reviews are currently underway between people leaders and employees, which includes identifying training and development opportunities. The HR team are working on a new framework for managing performance and development which focuses on goal setting rather than reviewing performance against position description accountabilities only. The system will have increased flexibility resulting in the development of more meaningful goals and will significantly reduce HR administration. The Future Ready, Together strategy was introduced to staff at the recent CEO road show. The Future Ready, Together strategy provides organisational direction and identifies a number of priority projects and initiatives. Financial: On track.		

Staff Knowledge & Skills

**Work
Programme**

Financial

Training & Development

Non-financial: Corporate training has increased over the past quarter, however the training budget continues to track well under budget, which was expected following COVID-19 restrictions. Training delivered in the last quarter includes Customer Focus, Treaty Training, Excel, Word, report writing, governance and meetings training, ICT cyber security training, and other application specific training. There has been continued emphasis on building leadership capability with a number of senior leaders attending change management training. Further leadership training opportunities will be scheduled for the next quarter.

Financial: We are significantly under budget due to COVID-19 constraints.

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Human Resource Services	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(1,307)	(1,307)	Operating Costs	(812)	(992)	180	18%
0	0	Total Costs	0	(12)	12	100%
0	0	Total Direct Income	0	0	0	
0	0	Net Cost of Service	0	(12)	12	100%
0	0	Capital expenditure	0	0	0	

Note: Operating costs for this activity are recovered through overhead allocations, therefore total costs are \$nil.

Learning & Innovation – Institutional Knowledge

Council Outcome:

- Institutional knowledge is captured, shared and utilised.

Institutional Knowledge	Work Programme	Financial
Knowledge Management Non-financial: Project on hold. Financial: There are no financials directly allocated to this activity.		
Information Utilisation Non-financial: The information services activity BAU is on track. The process for managing street numbering rural and urban is going well. The team are providing support to the organisation when required. Currently they are supporting both the kerbside waste collection project (allocating rural ids for those properties that didn't have a house number) and the LTP submission project (managing submitter contact details). Financial: The information services activity cost centre is at March under budget. Postage and printing costs are estimated to be over budget by end of the financial year. Funding of \$50K for ALOS digitising job not currently utilised.		
Alignment & Monitoring Non-financial: Business Planning for the 2021/22 financial year underway. Management reporting ongoing, no issues. Financial: There is no financials related to this activity.		

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Information Services	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(3,763)	(3,911)	Operating Costs	(2,872)	(2,962)	90	3%
(286)	(434)	Total Costs	(251)	(354)	103	29%
62	62	Total Direct Income	58	47	11	25%
(224)	(372)	Net Cost of Service	(193)	(308)	115	37%
(1,033)	(1,128)	Capital expenditure	(712)	(846)	134	16%

Learning & Innovation – Work Environment

Council Outcome:

- The Council is recognised as a good employer that provides a motivating work environment.

Work Environment	Work Programme	Financial
Motivating Environment Non-financial: A number of initiatives and training opportunities were undertaken within the reporting period, including change management, contractor management and training associated with the long term plan submission process. Our wellness and rewards and recognition programmes are well received by staff at western bay. Work is underway to improve the low scoring areas following the recent staff survey. Overall the results were very encouraging. Financial: On track, no issues.		
All One Team Non-financial: There are a number of initiatives identified as part of the Future Ready Organisation initiative. Significant work is underway with regard to internal communications and change management for the implementation of the initiative and the various projects it entails. Financial: Operating costs are within budget for this activity. The variance is due to overhead recoveries being less than those budgeted.		
Being Valued Non-financial: On track. Financial: No issues to report.		

Financial Summary

Full Yr Budget \$'000	Full Yr Revised Budget \$'000	Corporate Services	Actual YTD \$'000	Revised Budget YTD \$'000	Variance +/-	
					\$'000	%
(8,318)	(8,406)	Operating Costs	(5,322)	(6,331)	1,009	16%
(922)	(1,009)	Total Costs	(436)	(786)	350	45%
395	395	Total Direct Income	23	296	(274)	-92%
(527)	(614)	Net Cost of Service	(414)	(490)	76	16%
(574)	(574)	Capital expenditure	(565)	(430)	(135)	-31%