

A woman with dark hair, wearing a red vest over a blue long-sleeved shirt and light blue jeans, is riding a brown horse in a sandy arena. The horse is in motion, and the woman is looking down at the reins. The background is a light-colored, sandy ground.

Part One

Te Wahanga Tuatahi

Introduction

Te Whakatuwheratanga

This section provides an overview of the Opotiki District and the factors considered in planning for the future.

Creating our Future



Introducing the Opotiki District Community Plan

Our community is made up of many partners, including tangata whenua, government ministries, private organisations and individuals who have an interest in our district and provide us with the services, facilities and support we need.

Opotiki District Council, as a representative of our community, plays an important part in bringing together the different partners to make things happen. It also has a responsibility to ensure that progress is in line with our community's vision for the future. That is the reason this Opotiki District Community Plan (or ten year plan) has been brought together.

This plan covers the next ten years and has four different sections. It takes into account the many other strategies and documents that relate to our district and impact on our social, environmental, economic and cultural wellbeing. It is an ever changing document. During 2004/05 the focus was consulting the community on future outcomes, while the focus over 2005/06 was on continuing to work with groups and agencies, experts and the wider community to find new ways to further the outcomes and improve all four aspects of our wellbeing.

The first part of the plan describes the type of place that we, the people of Opotiki District, would like in the future. It outlines some of the outcomes we want for the future, the ways we can get what we want and some ways we can measure how well we are progressing toward our goals.

The second part of the plan explains how Council will work with the community and others, how it will focus on and monitor its efforts and achievements over the next ten years.

The third part of the plan provides information on Council finances and the fourth part of the plan provides the policies that guide how the Opotiki District Council operates.

The Community Outcomes belong to all people in Opotiki District. Council helps to promote them and does what it can to help us achieve them. Our community partners also do what they can to help, and we will work collectively and as individuals to achieve the outcomes we have set.

Every three years Council helps us measure our progress. This was done in 2008 and the Community outcomes report is available on Council's web site: www.odc.govt.nz or by contacting Council. Every six years we check to see we are still on track to creating the sort of future we want for ourselves. This will be done in 2011.

Never before have we had such opportunity to influence the way our district develops in years to come, to be involved, and to ensure that what we really want happens. This ten year plan sets out the ways we intend to create our future. It is up to us to find new ways to get involved in the progress of our district.

Overview of Opotiki District

Environment

With the miles and miles of open sea, 160 kilometres of coastline, 13 clean, fast flowing rivers and 2,500 square kilometres of native bush and scrubland, the Opotiki District is the perfect place for a community that appreciates and enjoys outdoor activities and a natural environment.

Population

A little over 9,000 people live in the Opotiki District. Each year more than 30,000 visitors experience the environment that we are lucky enough to call home. Approximately one-half of the resident population lives in the Opotiki township with the remainder of the population living in smaller outlying communities. There are twenty marae in the district. These are a focal point for local communities, along with a number of strong farming, lifestyle and coastal settlements.

Ethnicity

In the 2006 Census 59% of people in the Opotiki District said they belong to the Maori ethnic group and 48% identified with the European ethnic group. There was a small proportion of Pacific Islanders, 2.6%, and 0.9% of Asians in the community.

Labour Force Participation

In the 2006 Census 9.6% of working age people were unemployed compared with 5.1% nationally.

Income

The median income for working age people in the Opotiki District was \$17,400 in 2006 compared with \$24,400 nationally. In 2006 nearly 57% of working age people have an annual income of \$20,000 or less, compared with almost 70% in 2001.

Housing

A high proportion of residents (52%) own the homes that they live in which is slightly less than the national figure. Almost a third of the district population lives in accommodation they do not own and, according to statistics, this trend is likely to increase.

Economy

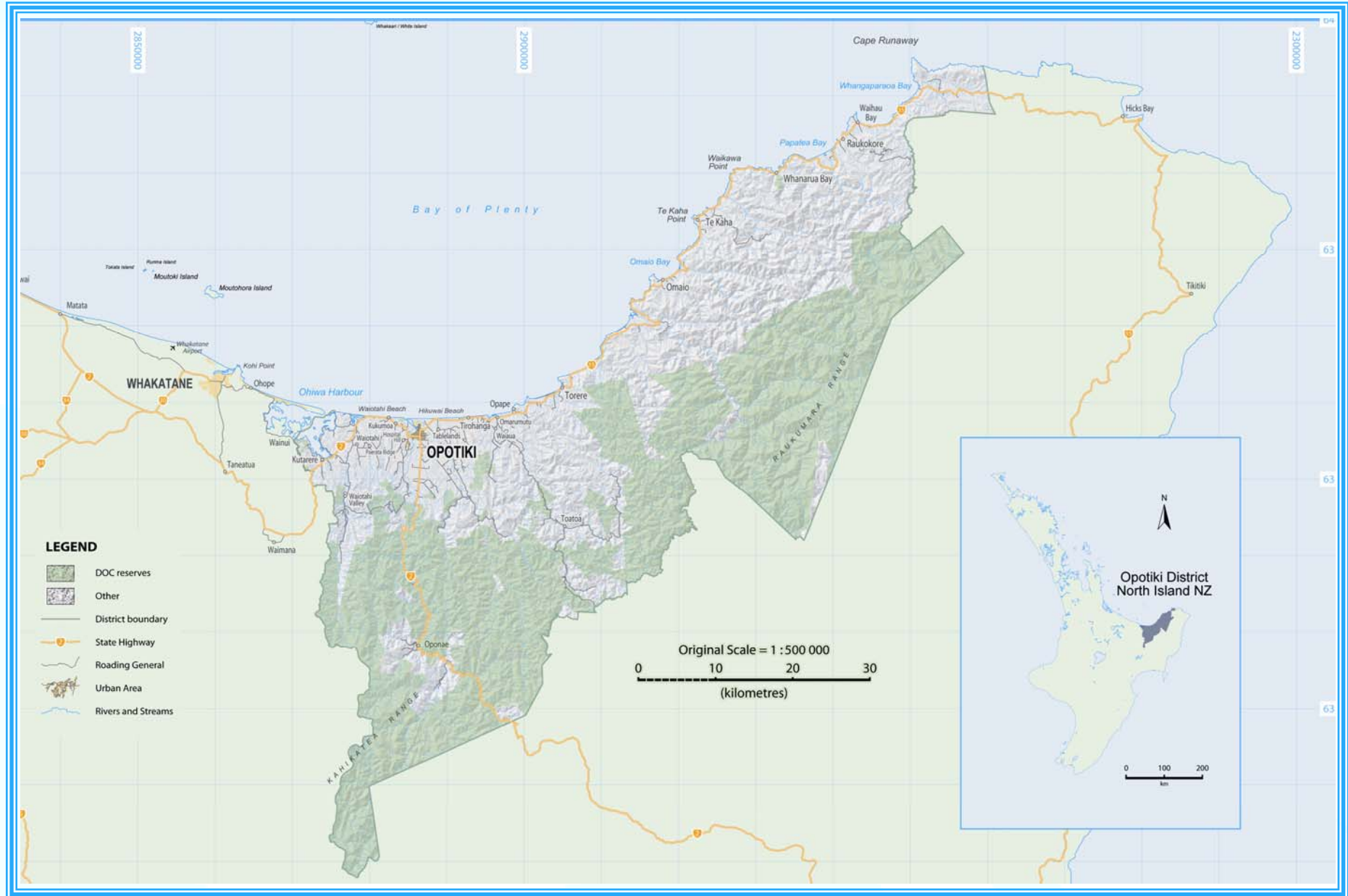
The economy of the Opotiki District is driven primarily by agriculture with 410 farms amounting to a total area of 75,660ha. 38% of this area is in beef and dairy farms, 29% in planted forests and 1% in horticulture units. The majority of horticultural land is planted in kiwifruit with the most recent plantings being in the Coast Ward.

Development

Over the past five years there has been a steady increase in both the number of consents issued by the council and the value of the building consents. The average number of consents issued per year has increased by 8% and the average value has increased by 42%.



Map Of Opotiki District



**Report to the readers of
Opotiki District Council's
Long-Term Council Community Plan
for the ten years commencing 1 July 2009**

The Auditor-General is the auditor of Opotiki District Council (the District Council). The Auditor-General has appointed me, Ben Halford, using the staff and resources of Audit New Zealand, to report on the Long-Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

Opinion

Overall Opinion

In our opinion the LTCCP of the District Council dated 30 June 2009 provides a reasonable basis for long-term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council.

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which we report on as follows.

Opinion on Specific Matters Required by the Act

In our view:

- **the District Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment;**
- **the underlying information and assumptions used to prepare the LTCCP provide a reasonable and supportable basis for the preparation of the forecast information; and**
- **the extent to which the forecast information and performance measures within the LTCCP provide an appropriate framework for the meaningful assessment of the**

actual levels of service provision, reflects good practice for a council of its size and scale within the context of its environment.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 30 June 2009, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the District Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision-making processes;
- the District Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;
- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;
- the key plans and policies adopted by the District Council have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the District Council and provide a reasonable and supportable basis for the preparation of the forecast information;

- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the District Council's service delivery and performance; and
- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTCCP.

We do not guarantee complete accuracy of the information in the LTCCP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

The District Council is responsible for preparing an LTCCP under the Act, by applying the District Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The District Council's responsibilities arise from Section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the audit of the Statement of Proposal for adoption of the LTCCP and the annual audit, we have no relationship with or interests in the District Council.

Ben Halford
Audit New Zealand
On behalf of the Auditor-General
Tauranga, New Zealand



Introduction To Opotiki District Community Outcomes

Introduction to the Community Outcomes

The Local Government Act 2002 endeavours to strengthen local democracy and ensure the ongoing well-being of communities. In a nutshell, it changes the way we have been deciding our future. It makes it easier for all people to have a say in how their district develops and it ensures that the powers that be are listening.

What is a community outcome?

The Community Outcomes were created by the people of Opotiki District with the help of Opotiki District Council. There are seven clear goals that when combined, create a picture of how we, the community, want our district to be in the year 2016 and beyond. Our outcomes embrace all aspects of life in Opotiki District – social, environmental, cultural and economic issues have been discussed and considered by all those who contribute to the wellbeing of our district. They create a picture of what we are aiming for, an idea of how we will achieve it, and a plan for measuring our progress.

The outcomes shape the future and form a basis of how all the major players in the Eastern Bay of Plenty, including Opotiki District Council, conduct their business in Opotiki in the future. Every three years, Council will engage the community in a review process where progress toward achieving the outcomes will be monitored. Every six years, through consultation meetings and surveys, Council and the community will review the outcomes to ensure they are still the goals we wish to achieve.

How were they developed?

Throughout February 2005 the community held a series of meetings throughout the district and a postal survey to collect all the thoughts and ideas of people in our communities. We also joined forces with Kawerau, Whakatane and Environment Bay of Plenty to collect thoughts from the wider Eastern Bay of Plenty and we worked with government agencies, iwi and community groups to develop our plan for the future.

As a community we considered the four well-being areas which are defined by the Local Government Act as social, cultural, economic and environmental. We discussed the impacts the future could have on these well-beings using media and advertising campaigns, stakeholder meetings, public presentations, workshops and hui, Eastern Bay and Opotiki District surveys and person-to-person contact.

During this period we found that generally, people had similar levels of interest in all four wellbeing areas. They wanted to know that the culture would be preserved through sport, art, historic preservation, cultural interchange and acknowledgment of the community spirit. They wanted to see the economy develop and supported initiatives that increased employment, training, spending and investment in the district and they expressed concern for the preservation and enhancement of the district, national and global environment.

The social well-being of the district is of great concern to most residents. People wanted to see strong families, active and involved young people, the elderly happy and well cared for and improvements in basic facilities for such things as health, education and community amenities.

Opotiki District Council gathered the community comment and endeavoured to encapsulate the wishes of the community in seven draft community outcomes. These were then amended, approved and prioritised by district survey then launched at a special event in June 2005.

Measuring Progress

If we are to keep up a steady pace toward our goals, we need to keep track of our progress. Some of the ways we measure our progress are listed under each outcome. More methods will become clear as we continue to work together to achieve the same goals.

There are a number of measurement methods already available to us. Government agencies can provide data and statistics on a wide range of issues; and Council also measures various aspects of the district through meetings, focus groups, resident surveys and activity monitoring. Statistics New Zealand is able to provide vital information from the five year census.

We will continue to look for new measurement methods and are working with other agencies and authorities in the Bay of Plenty to develop a monitoring plan that will help keep us on track to creating a future that we have designed.

The first monitoring report was produced in June 2008 using facts and figures gathered by the regional monitoring group and feedback from a community survey.

The results of the community survey undertaken in 2008, show that most people agree that progress is being made towards achieving the community outcomes.

National Research Bureau, Communitrac Survey 2008.

Community Outcome	Agree %	Disagree %	Other %
History and culture is treasured and promoted	80%	12%	8%
The spirit and character of the Opotiki Coast community remains strong and distinctive	79%	10%	11%
The potential of the natural environment is developed and protected	77%	12%	11%
Innovative development involves and supports the community	66%	11%	23%
Leadership is visionary, community focused, efficient and representative	64%	15%	21%
Facilities and services meet current and future needs and are accessible to all	59%	28%	13%
People derive pride and purpose from a variety of work and learning opportunities	56%	20%	23%

Opotiki District Community Outcomes



Development and protection of the natural environment

What does this mean?

We appreciate our natural environment and wish to participate in its protection on both a local and a global level. We recognise that the environment has the potential to generate economic growth for the district. We are willing to explore and develop that potential if we are sure it will not adversely affect, or if it restores or improves, the environment of the future.

What do we want to see?

- The potential of the natural environment developed and protected.
- Harbour entrance opened.
- The aquaculture potential of the district developed.
- Pollution and refuse/ litter issues addressed.
- Environmental tourism promoted.
- Planning and controls which reflect the environment.
- Advocation on global issues.
- Foreign and Maori land ownership issues managed with care.
- Coastal development managed.
- Education as part of environmental management.

How will we achieve this?

We will support and encourage environmentally friendly development, carefully manage land ownership, growth and development and support initiatives that tackle environmental issues and improve understanding of the environment.

Council

Measuring Progress

Harbour Entrance opened by 2012	In 2012
Water quality within acceptable standards	Annually
Gross Domestic Product of Region	Every 3 yrs



Services and facilities meet our needs

What does this mean?

We want to ensure that we all have access to modern and efficient public facilities and services which are designed to meet the needs of our community.

What do we want to see?

- Facilities and services that meet current and future needs and are accessible to all.
- Facilities and services that meet or surpass national standards.
- Vital services and facilities are available to all.
- Both civic and community facilities are created and maintained for the future.
- Facilities and services that meet diverse expectations of the community.
- The needs of youth and the elderly are met.
- That services and facilities are integrated into the community and are a source of pride to the people of the district.
- Full hospital facilities provided.
- Roads and transport networks appropriate to traffic requirements and district growth needs.

How will we achieve this?

We will help agencies and organisations to identify our specific needs and support and encourage effective planning for the future.

Measuring Progress

Increase in services and facilities	Every 3 yrs
Index of Deprivation Ranking	Every 5 yrs
Community survey	Every 3 yrs



Fair and efficient leadership

What does this mean?

It is important to us that our leaders consider the social needs of our community as well as the need for a businesslike approach. We want them to work together towards the future and communicate in ways we understand.

What do we want to see?

- Leadership that is visionary, community focused, efficient and representative.
- Leaders have a social conscience.
- Community leaders are efficient, fair and businesslike.
- Leaders understand and work towards the “big picture”.
- Leaders who are non-partisan and able to work with others for a common purpose.
- Community representatives who are honest and open and use communication that is easily understood.

How will we achieve this?

We will have positive involvement in the day-to-day affairs of our community and encourage and support those leaders who show the attributes and values described above.

Measuring Progress

Survey of public satisfaction with elected representatives	Every 3 yrs
Councillor attendance at public meetings and hui	Annually



A strong and distinctive community spirit

What does this mean?

Our rural community is friendly and supportive and works together to achieve common goals. We want to ensure that the strong and distinctive spirit and character of our community does not change over time. This is who we are and we are proud of it.

What do we want to see?

- The spirit and character of the Opotiki Coast community remaining strong and distinctive.
- Events and activities providing opportunity to work and play together.
- Opportunities to learn about the community made available.
- People being proud to be involved in collective efforts.
- People being encouraged, and having the capacity to give to their community.
- The open, friendly character of the people remaining unchanged.

How will we achieve this?

We will value and promote this aspect of our community. We will support and encourage positive community activities where people work and play harmoniously together.

Measuring Progress

Number of community events each year	Annually
Community Contribution Awards Held	Every 2 yrs

Opotiki District Community Outcomes



Purposeful work and learning opportunities

What does this mean

We understand that people can derive pride and purpose from a variety of work and learning opportunities. We want to ensure that all opportunities in the Opotiki District provide pathways to personal growth, as well as to financial independence.

What do we want to see?

- People deriving pride and purpose from a variety of work and learning opportunities.
- Programmes that tackle unemployment as an option available in the district.
- Businesses and agencies caring about people and their needs.
- Stable year- round employment available.
- Skills- based learning opportunities that are appropriate to the district.
- Innovation and endeavour being supported by the government and the community.
- People in difficulty being encouraged and supported.

How will we achieve this?

We will be involved in the development of employment programmes and promote the development of career pathways within the private sector.

Measuring Progress

Labour force participation	Annually
Qualification levels	Annually



Development supports the community

What does this mean?

We want to encourage and ensure development that respects and supports the community's values and goals.

What do we want to see?

- Innovative development that involves and supports the community.
- The community as a major partner in development.
- Support being provided based on community needs.
- Practical and resourceful solutions are always available.
- Tourism potential being developed with a focus on the natural qualities.
- The town centre developed and maintained as an enjoyable meeting place for all people.

How will we achieve this?

We will work positively with organisations and individuals to promote those values and to find innovative solutions.

Measuring Progress

Visitor numbers	Annually
Number of businesses	Annually

History and culture is treasured



What does this mean?

Sport, art and culture are enjoyable and valuable ways to increase our appreciation of each other and provide for our own health and wellbeing. Our history is also a part of who we are, and its preservation is seen as a way to increase understanding of our community.

What do we want to see?

- History and culture treasured and promoted.
- Art and culture valued as an enjoyable part of our culture.
- Opportunities for artistic and cultural expression increasing.
- People deriving pleasure and knowledge from learning.
- People feeling welcome and comfortable within different cultural and creative environments.
- Historic sites, stories and traditions being preserved and respected.
- Community groups being supported in their efforts to provide facilities, activities and events for the community.

How will we achieve this?

We will be involved in activities which support our historic values, and work together to promote our own and the interests of others.

Measuring Progress

Number of community events	Annually
Number of protected buildings and sites	Every 3 yrs



The outcome depends on the input.

Working Together to Further Community Outcomes

Working together to further community outcomes

Community outcomes belong to the people of the Opotiki District. A number of organisations, groups, government departments and individuals will assist in progressing outcomes over the next ten years.

Council has identified key partners for the achievement of each community outcome and will work with these groups to make sure outcomes are progressed.

We all contribute to achieving the community outcomes

FUTURE



C o m m u n i t y O u t c o m e s

Opotiki District Council

provides strategic direction and undertakes activities such as the Harbour Development, road sealing and recreation facilities.

Community groups

work on projects and events which enhance our environment and our community wellbeing.

Government organisations

develop and implement strategic plans which focus on the needs of our community.

Others

such as private companies and individuals contribute to our district in many different ways.

The following table identifies the key stakeholders that we will work with to further each community outcome.

Community Outcome	Key Stakeholders
Development and protection of the natural environment	Environment Bay of Plenty Department of Conservation Iwi Authorities
Services and facilities meet our needs	Eastern Bay of Plenty Road Safety Committee Bay of Plenty District Health Board New Zealand Police Ministry of Social Development NZ Transport Agency Housing New Zealand Corporation
Fair and efficient leadership	Local Government New Zealand
A strong and effective community spirit	Iwi Authorities Tourism Eastland Ministry of Social Development
Purposeful work and learning opportunities	Toi Economic Development Agency Education and Training Providers Business
Development supports the community	Toi Economic Development Agency Ministry of Economic Development
History and culture is treasured	Iwi Authorities Sport Bay of Plenty New Zealand Historic Places Trust

Strategic Planning Documents Important To Community Outcomes








Strategic planning documents important to community outcomes

There are a number of key strategic planning documents that will assist in progressing the community outcomes. These are briefly explained in the table below.

Strategic Document	Relationship to Ten Year Plan
Annual Plan	Council will produce an annual plan in the two out of three years that a ten year plan is not compiled. The annual plan will explain any changes that may be made to the ten year plan for the coming year.
Asset Management Plans	Support the ten year plan and provide the in-depth detail of how the council's assets will be managed over the next ten years.
District Plan	The regulatory tool that assists in achieving community outcomes via the protection of the district's natural and physical environment.
Recreation Strategy	Supports the community desire for sport and recreation facilities and services.
Tourism Eastland Strategy	As a key partner in the promotion of Opotiki District as a visitor destination, our own activities will be aligned and complement the Tourism Eastland Strategy for regional tourism promotion and economic development.
Bay of Plenty Regional Land Transport Strategy	At a regional level, the transport strategy provides a guidance document that ensures integrated planning, management and operation of the regions state highways and various district roading works.
Walking and cycling	The BoP Regional and Opotiki District Walking and Cycling Strategies provide an integrated vision and targets for the promotion of these activities.
Eastern Bay of Plenty Road Safety Strategy	At a district level, the road safety strategy takes into account and promotes community aspirations, particularly in the area of transport and safety.
Economic Development Strategy	The long term plans of joint Bay of Plenty and Eastern Bay of Plenty Trusts established to promote sustainable economic growth.
District Strategy	Forms part of the Opotiki District's ten year plan and identifies the most important projects Council will focus on over the next three years.

Council works with other local authorities and agencies to monitor progress made against the community outcomes Opotiki District Council's community outcomes report is available by viewing the Council web site www.odc.govt.nz or you can obtain a copy from Council offices on (07) 315 3030.

How Council contributes to the community outcomes

Refer to Community Outcomes Report 2008. www.odc.govt.nz	
	<p>Council has a primary role in development and protection of the natural environment and works as a promoter, a regulator and advocate. Council also works with other agencies to support this outcome</p> <p>High level of water quality Increased visitor numbers. Increased number of events. Harbour development progress ing. 20.4% of region in indigenous forest. Solid waste reduced by 600 tonnes.</p>
	<p>Council has a primary role in providing services and facilities as provider of community infrastructure and works as an advocate and with other agencies and the community.</p> <p>Increase in recorded offences. 97% in early childhood education. 26.3% attain UE level on leaving school 45% excellent /very good policing perception.</p>
	<p>Council has a primary role in ensuring fair and efficient leadership acting as governing body, in providing example to others and in an advocacy role</p> <p>Consultation on 7 issues in 2007 Increased LA voter turnout 2007 10% decrease satisfaction with Councillor performance.</p>
	<p>Council plays a significant role in promoting a strong and distinctive community spirit as advocate and as a partner in community activities.</p> <p>Increased volunteer participation Participation in community awards up. Increased media coverage Majority agreement in community.</p>
	<p>Council plays a secondary role in promoting purposeful work and learning opportunities in supporting other groups and agencies. It provides some learning opportunities and supports aquaculture development which promotes employment.</p> <p>Ranks 10 on MSD Deprivation index Unemployment 19.3% 2007 Total personal income lowest in BOP</p>
	<p>Council plays a primary role in promoting development that supports the community inacting as an advocate, regulator, promoter and facilities provider</p> <p>Increased visitor numbers Development contributions decreased Business numbers increase</p>
	<p>Council plays an secondary part in ensuring history and culture is treasured and works with Iwi, community group and agencies to promote this outcome.</p> <p>Increased number of community events Increased number of Creative Communities projects. Historic sites protected</p>