



The Timber Trail

Section C: Council's Business - Groups of Activities

This section provides details on Council's Groups of Activities and:

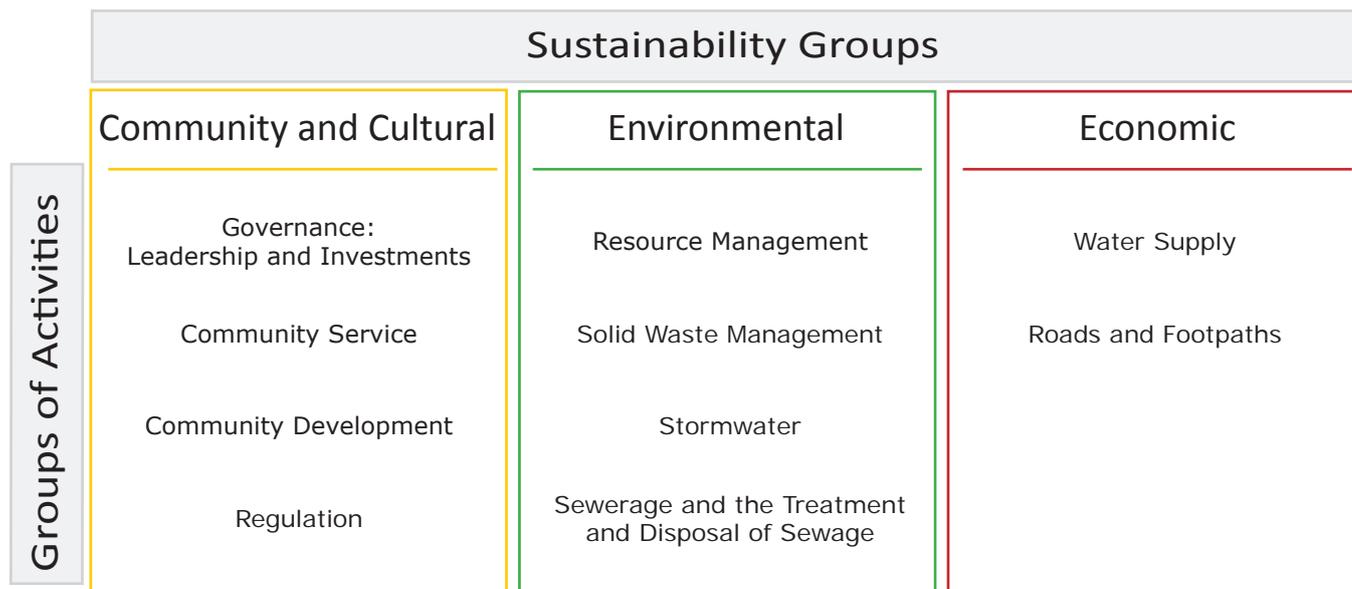
- Council's Performance Framework.
- The rationale for Council involvement in an activity.
- A description of the activities making up the group.
- Any significant negative effects associated with the activity and their mitigation.
- Key projects, programmes and services planned.
- How the performance of the activity is measured.
- Financial forecasts for the group.

Creating a better future with vibrant communities and thriving business.

Structure of Groups of Activities

Council carries out a number of activities or functions in order to meet its statutory responsibilities and in response to the aspirations of its District communities. Council's functions are arranged under ten Groups of Activities. These ten Groups of Activities are further organised under three main 'Sustainability Groups'.

Council's Group of Activities structure is shown below:



Performance Framework

Purpose

In order to manage and monitor the performance of its activities and the work programmes undertaken by Council and to ensure that its efforts contribute to Council's purpose and Community Outcomes we have developed a Performance Framework. The two key functions of this framework are:

1. To guide Council's efforts and work streams such that the focus is on achievement of Council's purpose and Community Outcomes.
2. To demonstrate to the community what we are trying to achieve, and how our performance will be measured.



Elements of the Framework

As shown in the diagram to the left, at the highest level is Council's Purpose, followed by Community Outcomes.

The vision statement describes Council's focus and the focus areas aim to set the framework in which planning will be carried out.

Council's Groups of Activities is the grouping of the various functions and activities that are carried out by Council. All activities need to demonstrate their contribution to the Community Outcomes.

The 'coal-face' of the Performance Framework are the -

- **Levels of Service:** what can the community expect Council to provide.
- **Performance Measures:** how will success or progress be measured.
- **Performance Targets:** what is the level of performance that Council is aiming for.

Further details of service levels, performance measures and targets are contained within the Groups of Activities section.

Monitoring and Reporting

Progress against agreed performance targets is monitored monthly at a management level and reported quarterly at governance level. The annual achievement against performance targets is audited and communicated to the community and stakeholders in Council's Annual Report.

New Mandatory Performance Measures

The Government has provided us with new mandatory measures for roads and footpaths, stormwater, wastewater treatment and disposal, and water treatment and supply. As a large number of mandatory measures are required (and mandatory measures are considered to effectively measure the services of the impacted activities for the 3 waters and roads and footpaths) most previous non-mandatory measures in these groups of activities have been removed from the framework.

Community and Cultural Sustainability

The Groups of Activities discussed under this heading promote Community Outcomes that primarily focus on building and developing cohesive and functional communities in the Waitomo District. Council provides a range of services and facilities to the various communities in the Waitomo District in order to achieve this.

Groups Promoting Community and Cultural Sustainability:

- Governance: Leadership and Investments
- Community Service
- Community Development
- Regulation

Governance: Leadership and Investments

What we do

This group comprises the Leadership and Investments activities.

Leadership

This activity includes the preparation of policies guiding strategic direction and strategic financial decisions for presentation to the community for feedback. There are three functions under the Leadership activity:

- Representation
- Planning and Policy and Monitoring
- District and Urban Development

Some key elements of this activity are:

- Council's governance at a District level which involves the provision of leadership and governance for the District through the Mayor's Office and the Council/Committee structure.
- Conduct of elections.
- Council's advocacy on issues that impact on the Waitomo District.
- Planning and Policy development which involves carrying out long term and annual planning for the District and producing plans which reflect the Council's role and level of involvement in achieving the Community Outcomes.
- Monitoring and Reporting.

Representation

This activity involves the provision of leadership and governance for the District through the Mayor's Office and the Council/Committee structure.

The key forum for collaborative working between Councils in the Waikato Region is the Waikato Mayoral Forum (WMF), a group involving Mayors and Chief Executives.

Planning and Policy and Monitoring

Policy development arising from this activity provides the framework for Council's strategic direction.

This involves carrying out long term and annual planning for the District and producing plans which reflect the Council's role and level of involvement in achieving the Community Outcomes. The LTP is produced on a three yearly cycle.

After each financial year the Council is required to prepare an Annual Report setting out information on the level of achievement against the key financial and performance targets for the year ended 30 June. The Annual Plan identifies what the Council plans to do over the next 12 months. The Annual Report explains what actually took place and the financial position at year end.

District and Urban Development

The activity also involves planning and strategy development around Urban and District growth to ensure growth is sustainable and infrastructural planning for the future can be carried out with certainty within clearly defined boundaries. Reviews of the Council's District Plan are included in this activity.

Investments

Council Controlled Organisations

Investment in Local Authority Shared Services (LASS)

The Council has an equal share with each of the 12 local authorities situated within the boundaries of the Waikato region, in LASS Ltd. The principal objective is for the Company to provide the most effective access to regional information of mutual value to the regional community using modern technology and processes.

Investment in Inframax Construction Ltd (ICL)

Inframax Construction Ltd is a roading construction and maintenance company wholly owned by the Waitomo District Council as a Council Controlled Organisation. Although, it is wholly owned by Council, ICL is an independent legal entity with its own Board of Directors and management structure and bound by the legal obligations of the Companies Act.

Investment Properties

Council Owned Quarries

Maintenance and management of Council owned quarries. The Council owns 22 quarries throughout the District of which five are leased, with four of these being operational. The quarries are a major source of aggregate in supporting road construction and development within the District.

Forestry Holdings Held by Waitomo District Council

Maintenance and management of small forestry located predominantly at Waitomo District Landfill. The forestry was predominantly planted in 1994 and comprises approximately 15.7 hectares of pine trees.

Parkside Subdivision

As part of the restructure and capital raising of Inframax Construction Ltd in 2011, WDC purchased the Parkside Subdivision which is located near the centre of Te Kuiti. The subdivision consisted of 32 sections of which 28 remain available for sale.

Other Entities

Investment in Civic Assurance Ltd

Civic Assurance Ltd is the trading name of the Local Government Insurance Corporation Ltd. It is owned by Local Government and supplies the sector with a range of financial and insurance services. WDC holds 16,940 shares in the company.

Community Outcomes and Strategic Goals

GOVERNANCE
Leadership
Outcomes the Group contributes to:

Strategic Goals for Activity <i>(as part of Governance Group)</i>
<p>To exercise good stewardship and leadership and ensure that community and stakeholder's views on key issues are considered as part of decision making processes.</p> <p>Policies and plans are integrated and promote the principles of sustainable development.</p>

Investments
Outcomes the Group contributes to:

Strategic Goals for Activity <i>(as part of Governance Group)</i>
<p>To ensure that the long term management of the Investment portfolio maximises returns and wherever possible increases economic value of the investment to the community.</p>

Why we do it

The Leadership rationale for service delivery is to promote the interests of the community by facilitating governance, democratic processes, and corporate planning in a sustainable development context.

Council's Leadership is guided by the role and principles of local government as stated in part two of the Local Government Act 2002 (LGA 2002).

The following provisions guide Council:

- Council's activities are to be exercised for the benefit of the District.
- Conduct its business in an open, transparent, and democratically accountable manner; and give effect to its identified priorities and desired outcomes in an efficient and effective manner.
- Seek and consider the views of its communities and their well-being in decision-making.
- Provide opportunities for Maori to contribute in decision making.
- Collaborate with other organisations to promote or achieve its priorities and desired outcomes, and make efficient use of resources.
- Ensure prudent financial and asset stewardship in accordance with sound business practice.
- Provide for the present and future needs of the District by considering the interests of the community.

The Investments rationale for service delivery is to promote economic interests by providing resources, to provide for growth in the community and affordable systems to enable Council to assist in creating a prosperous district.

The investments have two major purposes:

- To benefit the Community
- To generate income

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Leadership	
Local Government Act 2002 Local Government Official Information and Meetings Act 1987 Local Electoral Act 2001 Local Government Rating Act 2002	Delegations Manual
Investments	
Companies Act 1993 Financial Reporting Act 2013 Forests Act 1949 Local Government Act 2002 Reserves Act 1977 Resource Management Act 1991	Annual Statements of Intent District Plan Treasury Policy Significance and Engagement Policy

Poor administration of quarry resources.	Provision of local material for road building.
Opportunities for private investors lessened through WDC company involvement.	
Limited investment capital.	
Quarrying operations impacting on the environment.	Decrease in WDC's carbon footprint by the establishment of a forestry block.

Looking Ahead, Key Projects and Programmes

Council will continue to fulfil its statutory role in the District by preparing and consulting on the relevant plans. In fulfilling this obligation Council will pursue its vision to create a better future with vibrant communities and thriving business.

Significant Negative Effects

Negative Effects	Mitigation
Leadership	
It is possible that decisions made for the community sometimes have a negative impact on the well-being of some individuals and groups within the District.	Council tries to ensure that it adequately weighs up the competing demands of the different interest groups and makes decisions that will be in the best interests of the District as a whole. Council also follows the guidance provided by the Local Government Act 2002 on conducting transparent consultation.
Investments	
Legislative constraints through the Public Works Act 1981 and Reserves Act 1977 can limit WDC's ability to move quickly to maximise market opportunities during land dealings.	WDC involvement in the property market can stimulate development and growth.

- Draft, consult and adopt the 2018-28 Long Term Plan.
- Draft, consult and adopt Annual Plans in interim years of LTP development.
- Prepare Annual Reports for each year demonstrating performance against the plans set in each Annual Plan.
- Conduct the Triennial Local Government elections every three years beginning October 2016.
- Prepare Triennial Agreements with Waikato and Manawatu – Wanganui Regional Councils no later than 1 March following each triennial election.
- Undertake a review and update of Council's Governance Statement by February following each triennial election, and publish the revised document.
- Undertake a review of Council's Code of Conduct by the end of November following each triennial election.
- Actively participate in the Waikato Mayoral Forum (involving the Mayors and Chief Executives of Local Authorities within the Waikato Region) to review/consider opportunities to collaborate in planning, purchasing and service delivery options.
- Review of Council's District Plan.
- Review of Council's investments.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-25
Leadership							
Decision making in compliance with provisions of the Local Government Act 2002.	Number of successful challenges to the decision making process.	0	0	0	0	0	0
Consultation is in accordance with the procedures outlined in the LGA 2002. Depending on the nature of the consultation, the procedure will either be Special Consultative Procedure or a process that gives effect to the requirements of section 82 of the LGA 2002.	Number of successful challenges to the decision making process.	0	0	0	0	0	0
Effective communication with the community.	Customer satisfaction rating of effectiveness and usefulness of Council communications "good or better".	89%	≥ 55%	≥ 60%	≥ 60%	≥ 60%	≥ 60%
Investments							
Investments are managed prudently and in a manner that promotes the current and future interests of the Community.	Analysis of investment financials and activity including investment company reporting statements are reported to Council and made available to the public as applicable.	Achieved	2 reports per year	2 reports per year	2 reports per year	2 reports per year	2 reports per year

Activity Funding

This Group will be funded from:

- General Rate
- Uniform Annual General Charge (UAGC)
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Leadership \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
Representation	467	467	479	493	505	522	537	556	575	594	614
Investments	77	92	93	66	263	271	279	288	298	309	320
Treasury Management and Overhead Accounts	10	10	10	10	10	10	10	10	10	10	10
Total Operating Income	554	569	582	569	778	803	826	854	883	913	944
Operating Expenditure											
Representation	774	778	817	816	846	876	882	923	966	976	1,024
Planning & Policy & Monitoring	1,007	875	942	1,062	959	999	1,158	1,054	1,098	1,277	1,165
District and Urban Development	277	300	313	325	197	195	198	201	205	209	213
Investments	807	841	854	858	843	847	849	852	850	848	845
Treasury Management and Overhead Accounts	10	10	9	10	10	10	10	9	10	10	11
Total Operating Expenditure	2,875	2,804	2,935	3,071	2,855	2,927	3,097	3,039	3,129	3,320	3,258
Net Operating Cost/ (Surplus)	2,321	2,235	2,353	2,502	2,077	2,124	2,271	2,185	2,246	2,407	2,314
Capital Expenditure											
Corporate Support	683	461	503	481	393	431	633	518	577	644	596
Total Capital Expenditure	683	461	503	481	393	431	633	518	577	644	596
Net Expenditure	3,004	2,696	2,856	2,983	2,470	2,555	2,904	2,703	2,823	3,051	2,910
Funded By											
External Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Internal Loans	230	130	133	137	0	0	0	0	0	0	0
Reserves	791	546	557	568	50	70	421	105	157	381	148
General Rates	1,010	1,018	1,092	1,147	1,219	1,251	1,250	1,308	1,343	1,345	1,391
UAGC	973	1,002	1,074	1,131	1,201	1,234	1,233	1,290	1,323	1,325	1,371
Total Funding	3,004	2,696	2,856	2,983	2,470	2,555	2,904	2,703	2,823	3,051	2,910
Depreciation and Amortisation Expense	362	388	405	423	473	501	533	611	661	709	766

Community Service

What we do

The Community Service Group consists of the following activities:

- Parks and Reserves
- Housing and Other Property
- Recreation and Culture
- Public Amenities
- Safety

Parks and Reserves

This activity involves the provision of parks and reserves in order to support the health and well-being of the community by supplying and maintaining areas for sport and recreation, as well as green places and landscapes that are restful and enhance the visual amenity. The parks, reserves and play areas are grouped according to their primary purpose under the following categories - Active reserves, Passive reserves, Esplanade reserves, Leased reserves and Play Equipment.

Housing and Other Property

This activity involves the provision of Housing and Other Property in order to support and fulfil Council's role in promoting the interests of the community.

Council provides a number of housing and other properties that are grouped according to their primary purpose. The different groups of Housing and Other Property are – Housing, Corporate Property, Community Halls and General Property (includes miscellaneous and strategic land holdings).

Recreation and Culture

This activity involves the provision of recreation and cultural opportunities in order to support the health and well-being of the community.

Facilities are provided for sport and recreational events, key historic features are protected and low cost visitor accommodation in the form of camping grounds is provided.

The different groups of recreation and cultural assets that provide leisure and recreational opportunities for residents and visitors to the District are – Aquatic Centre, Aerodrome, Reserve and Community facilities, Camp grounds, Te Kuiti Waitomo Cultural and Arts Centre and Waitomo District Library.

Assisted voluntary community libraries are located at Awakino, Mokau and Benneydale.

Public Amenities and Safety

This activity involves the provision of public amenities in order to support the health and well-being of the community by providing areas for burial, and for the comfort and convenience of visitors and residents.

The different public amenities Council provides are – Cemeteries, Public Toilets, Public carparks, Street Furniture/Amenity Area, Emergency Management delivery, Rural Fire delivery.

Community Outcomes and Strategic Goals

Community Service	
Outcomes the Group contributes to:	
	
	
Strategic Goal	
To ensure that Council's Community Facilities (comprising Recreation and Culture, Parks and Reserves, Public Amenities and Housing and Other Property) are provided and maintained to an acceptable standard for residents and visitors.	

Note: that the Community Facilities Group comprises four different activities, with each contributing in different ways to various Community Outcomes. The above table is an aggregate of the contribution the Group as a whole makes to the various Community Outcomes.

Why we do it

Rationale for Service Delivery :

Recreation and Culture Activity - Provides recreation and cultural facilities and opportunities in order to support the health, well-being and social interaction of the community.

Parks and Reserves Activity - Provides areas to protect the health and well-being of the community.

Public Amenities Activity - Provides public amenities in order to support the health, security and well-being of the community.

Housing and Other Property Activity - Provides resources, places for community activities, affordable housing, preservation of history/culture and a place from which Council can undertake its functions.

Safety - Provides emergency management and rural fire services.

Council is involved in this activity in order to ensure that recreational and social housing facilities are available to protect and enhance the interests of the community.

The amenities provided can be grouped under:

- essential services, such as cemeteries,
- recreational services, such as parks, reserves and District Aquatic Centre and
- socio-cultural services, such as library and community halls, and Elderly Person's Housing.

The visitor industry makes a large contribution to the economy of the District and provision of recreational and socio-cultural amenities are essential to remain competitive in attracting visitors to the District.

The range of emergencies that occur in New Zealand are mostly related to flooding or earthquakes. Council must not only react to the immediate emergency to counteract the immediate effect of any disaster, but must also manage the medium and long term recovery in the District to help residents live their lives as normally as possible after an emergency.

There are large tracts of indigenous and commercial forests in the District and any fires that are not brought under control quickly can have devastating effects on the environment and on farmers and foresters of the District.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Local Government Act 2002	Parks and Reserves Activity Management Plan
Resource Management Act 1991	Housing and Other Property Activity Management Plan
Building Act 2004	Recreation and Culture Activity Management Plan
Burial and Cremation Act 1964	Public Amenities Activity Management Plan
Property Law Act 2007	Waitomo District Plan
Reserves Act 1977	Reserve Management Plans
Residential Tenancies Act 1986	
Health and Safety in Employment Act 1992	
Airport Authorities Act 1966	
Public Works Act 1981	
Camp Ground Regulations 1985	
Land Transfer Act 1952	
Civil Defence Emergency Management Act 2002	
Forest and Rural Fires Act 1977	

Significant Negative Effects

Negative Effects	Mitigation
Increased demand on infrastructure due to visitor numbers.	A variety of reserves and open space areas are provided in each of our rural and township areas which offer opportunities and settings for physical activities.
Focus on the elderly whilst others with needs, such as people with disabilities, may be in greater need.	Provision of housing to meet the needs of the disadvantaged is addressed through Council policy regarding allocation of Council owned housing and by housing resources of Housing New Zealand.
Legislative constraints through the Public Works Act (1981) and Reserves Act (1977) can limit Council's ability to move quickly to maximise market opportunities during land dealings.	The relevant activity management plan provides the mechanism for forecasting future requirements ahead of need.

Negative Effects	Mitigation
Discharge of chemicals for swimming pool water – impact on the environment.	Procedure and infrastructure in place to neutralise and safely dispose of potential contaminants.
Noise of the activity, e.g. the aerodrome.	Facilities have been located in appropriate planning zones, e.g. the airport is located in the rural zone, with sufficient buffer distance from the main population of Te Kuiti, is compatible with the nature of the operation and is protected by a designation in Council’s District Plan.
Potential pollution from burial grounds.	Potential adverse effects from cemeteries are mitigated by locating cemeteries with sufficient separation distance from waterways and protecting the location and land use through an appropriate designation in Council’s operative District Plan.
Potential for uncontrolled rural fires.	Rural fires can be destructive to our environment. This is mitigated through Council employing a trained rural fire officer and through arrangements with other fire service providers.

Looking Ahead, Key Projects and Programmes

Over the term of this plan Council will continue developing strategies for the utilisation and improvement of facilities and amenities and undertake the necessary maintenance and development work to enhance the use thereof.

Parks and Reserves

- Playground Upgrades (\$90,000 phased over three years)
- Develop a Walking Track Strategy and Maintenance Contract
- Ongoing Development of Coastal Reserves
- Development of Brook Park (\$144,000 phased over nine years)
- Footpath Linkage to Te Kuiti Skatepark and Pedestrian Over bridge
- Safety fencing around the Skatepark

Housing and Other Property

- Investigation and facilitation of Elderly Persons Housing complex for Te Kuiti
- Provision of a generator in Council Office to meet legislative requirements
- Category 3 Council Office Building Assessment to be carried out to comply with legislation
- Completion of the Plaza Redevelopment associated with the Railway building (\$171,000 in year two of the plan)

Recreation and Culture

- Reserve Management Plan to be developed for the Aerodrome 2015-2016
- Development of motor home area and Campground at Brook Park to replace existing Te Kuiti Domain facility and upgrade works to other Council Campgrounds
- Replacement of pool cover for the Waitomo District Aquatic Centre
- Continue to upgrade and modernise the Waitomo Culture and Arts Centre over two years
- Continue to develop promotional material for Councils facilities

Public Amenities

- Development of accurate maps of Council cemeteries to assist with development, record keeping and compliance and include cemetery signage for visitors 2015-2016 and 2019-2020 (\$15,000 over 5 years)
- Ongoing upgrades to access ways to all cemeteries
- Development plan of new block at Te Kuiti Cemetery 2015-16
- Development of new block at Te Kuiti Cemetery 2016-2019, (\$150,000)
- Development of new block at Piopio Cemetery 2020-2021
- Provision of a caravan dump station at Benneydale 2015-2016, (\$15,000)
- Public Toilet replacements in Benneydale and Marokopa.
- Te Kuiti Pedestrian Over bridge Renewals 2016-2018 (\$140,000 over two years)

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
High quality Parks and Reserves will be provided.	Percentage of community satisfied with the quality of Parks and Reserves in annual and research surveys.	77%	≥ 80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
Provision and maintenance of Elderly Persons Housing that meets the needs of the tenants.	Percentage of tenants satisfied with the provision and maintenance of Elderly Persons Housing in the User Survey.	85%	> 60%	> 65%	> 65%	> 65%	> 65%
Quality public amenities will be provided.	Percentage of community satisfied with the quality of public amenities (Public Toilets and Cemeteries).	84%	≥ 80%	≥ 81%	≥ 82%	≥ 82%	≥ 82%
Provision of effective pool facilities for the community.	Percentage of community satisfied with the quality of the pool facilities and service in the annual satisfaction survey and research survey results.	64%	≥ 70%	≥ 70%	≥ 75%	≥ 77%	≥ 77%
Provision of effective Arts and Culture facilities for the community.	Percentage of community satisfied with the quality of the Arts and Culture facilities and service in the annual satisfaction survey and research survey results.	77%	≥ 75%	≥ 75%	≥ 79%	≥ 80%	≥ 80%
Council's public facilities are provided to standards of fitness for use.	Current Building Warrant Of Fitness (BWOFF) for facilities with compliance schedules.	100%	100%	100%	100%	100%	100%
Pool is safe for use of pool patrons at all times.	Pool accreditation in place.	100%	100%	100%	100%	100%	100%
	Number of pool non complying water quality readings per year.	< 5	< 5	< 5	< 5	< 5	< 5
Community education and information provided to build community awareness and preparedness.	The number of residents who understand the need to plan for the ability to survive on their own for 3 days if there was an emergency event as measured by the annual satisfaction survey.	88%	≥ 40%	≥ 42%	≥ 45%	≥ 50%	≥ 50%
WDC is resourced and staff are trained to a level sufficient to efficiently operate the Civil Defence headquarters during an emergency.	One major training exercise involving Civil Defence headquarters and Council staff will be held per year.	One exercise held	One exercise per year	One exercise per year	One exercise per year	One exercise per year	One exercise per year
Playground equipment is safe to use for parks and reserves playground users.	Number of accidents directly attributable to playground equipment failure.	Nil accidents	Nil accidents	Nil accidents	Nil accidents	Nil accidents	Nil accidents

Activity Funding

This Group will be funded from:

- General Rate
- Uniform Annual General Charge (UAGC)
- Targeted Fixed Rate (TFR)
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Community Service \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
Parks and Reserves	5	27	2	2	2	2	2	2	2	2	2
Housing and Other Property	636	288	278	306	315	324	334	344	355	367	380
Recreation and Culture	109	112	119	126	130	133	137	142	146	151	157
Public Amenities	54	82	53	54	56	57	59	61	63	65	67
Total Operating Income	804	509	452	488	503	516	532	549	566	585	606
Operating Expenditure											
Parks and Reserves	659	714	644	661	703	735	797	831	817	802	826
Housing and Other Property	1,080	1,212	1,241	1,096	1,114	1,129	1,131	1,151	1,169	1,190	1,206
Recreation and Culture	1,059	1,116	1,124	1,124	1,139	1,136	1,128	1,175	1,215	1,257	1,304
Public Amenities	748	773	825	896	925	965	975	1,016	1,046	1,070	1,100
Safety	185	173	181	204	210	216	222	229	236	244	253
Total Operating Expenditure	3,731	3,988	4,015	3,981	4,091	4,181	4,253	4,402	4,483	4,563	4,689
Net Operating Cost/ (Surplus)	2,927	3,479	3,563	3,493	3,588	3,665	3,721	3,853	3,917	3,978	4,083
Capital Expenditure											
Parks and Reserves	107	207	132	135	106	109	113	116	120	124	128
Housing and Other Property	874	237	257	84	31	32	30	31	32	33	34
Recreation and Culture	304	295	228	145	97	75	103	64	74	66	114
Public Amenities	79	445	410	105	97	44	49	43	44	46	47
Total Capital Expenditure	1,364	1,184	1,027	469	331	260	295	254	270	269	323
Net Expenditure	4,291	4,663	4,590	3,962	3,919	3,925	4,016	4,107	4,187	4,247	4,406
Funded By											
Internal Loans	599	692	620	258	144	126	178	133	156	143	190
Reserves	477	592	518	297	375	313	145	144	2	12	51
General Rates	1,541	1,477	1,510	1,468	1,473	1,509	1,611	1,667	1,760	1,781	1,805
UAGC	1,430	1,640	1,662	1,624	1,638	1,684	1,782	1,845	1,943	1,974	2,013
Targeted Rate - Marokopa Hall	4	4	4	4	4	4	4	4	4	4	4
Targeted Services Rate - Rural	72	78	83	94	86	87	89	95	97	100	103
Targeted Services Rate - Urban	168	180	193	217	199	202	207	219	225	233	240
Total Funding	4,291	4,663	4,590	3,962	3,919	3,925	4,016	4,107	4,187	4,247	4,406
Depreciation and Amortisation Expense	729	759	804	621	623	594	543	559	571	585	593

Community Development

Community Development is a group of activities where WDC, in a number of diverse roles, is actively involved in 'helping the community to help itself'.

Community Development activities represent a group of collaborative and partnership approaches and initiatives involving many agencies and organisations. These activities involve a common theme of promoting a better quality of life and a better living environment within the District.

Waitomo District Council's Community Development group involves Community Support, Tourism Development and District Promotion, District Development, Te Kuiti i-SITE Visitor Information Centre, Library Services and Customer Services. These activities form the foundation for engagement and the focus of work.

Under the Community Development Activity Group, the areas of Economic Growth and Community Connectivity and Development have been identified as key areas of focus for this plan.

What we do

The Community Development Group comprises the following functions:

Community Support

Community Support seeks to improve social outcomes within Waitomo District by working closely with the District community. The Community Support goals are to:

- Create a better quality of life for our community
- Create a better living environment for our community through community safety and appropriate infrastructure
- Encourage active engagement by improving communication and trust between Council and our community
- Help local groups with local opportunities and solutions

These goals are assisted through making grants to the community, Sister City Relationships and Youth initiatives.

Tourism Development and District Promotion

Tourism is a partnership between central government, local government and the visitor industry. This activity includes; Cultural and Environmental Tourism, Regional Tourism, District Promotion and Events.

The Tourism Development and District Promotion goals are to:

- Provide an excellent visitor experience to those travelling to our district
- Grow the economy through visitor spend in our District
- Maintain a high quality environment
- Make smart strategic decisions to support Regional Tourism outcomes within our District

District Development

District Development involves the facilitation and support of initiatives that will enhance the District's economic sustainability including:

- Marketing Waitomo as a vibrant District where people want to live, work and play
- Identifying opportunities for economic development initiatives within the District
- Facilitating projects that benefit the District
- Promoting Waitomo as a visitor friendly destination where visitors can experience a variety of unique experiences
- Working with key stakeholders on urban infrastructure projects
- Providing business establishment advice and assistance
- Identifying skill gaps and labour shortages within the District and working with training providers to better align training to business needs

Te Kuiti i-SITE Visitor Information Centre

The Te Kuiti i-SITE Visitor Information Centre prides itself on providing a free, friendly and objective information service to visitors and the local community. The i-SITE also plays a key role in the promotion of Te Kuiti, the community and the Waitomo District.

The Te Kuiti i-SITE goals are to provide:

- A vibrant and customer focused information service that welcomes, informs and entertains the resident of, and visitors to the Waitomo District
- Skilled staff, trained to answer questions, give impartial advice and share information about what makes the District special with visitors and locals alike
- Flexibility and choice by also providing a range of WDC Customer Services
- Promotion of the Waitomo District as a place to live, work and play.

Library Services

Public libraries provide connections to knowledge, ideas and works of the imagination, anytime, anywhere, enabling individuals to turn knowledge into value, participate as citizens and strengthen their communities.

The Waitomo District Library goals are to develop the Library's vision in the following areas:

- Engage the community
- Enable on-line access to the digital world
- Spark creativity
- Focus on added value
- Collect, create and make available local history

Customer Services

Customer Services involves service delivery and support to customers across three sites; Council's Administration Building (Queen Street), Waitomo District Library (Taupiri Street) and Te Kuiti i-SITE (Rora Street).

The Customer Service goals are to:

- Understand our customers and their needs
- Effectively communicate with our customers and the community
- Empower all employees to serve our customers
- Value customer satisfaction and simplify the customer experience
- Embrace technology to benefit our customers.

Community Outcomes and Strategic Goals

Community Development
<p>Outcomes the Group contributes to:</p> 
<p>Strategic Goals for the Group</p> <p>To support and foster a district that is caring and inclusive and provides a safe, healthy and friendly place to live, work or visit and raise a family.</p> <p>To support the growth of economy through strategic partnerships that ensure the effective promotion of District attractions to domestic and international markets.</p> <p>To facilitate, advocate and promote sustainable economic development within the District.</p>

Why we do it

Rationale for Service Delivery: The Community Development Group exists to provide a dedicated resource for collaborating with the community across elements of well-being. It facilitates access to many opportunities and resources available within and beyond the District in support of community outcomes.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Local Government Act 2002	Community Development Strategy October 2015 Waitomo District Library Services Strategy Community Development Fund Policy Customer Service Strategy Economic Development Action Plan Library Strategy

Significant Negative Effects

Negative Effects	Mitigation
Potential for groups to become reliant on Council funding support.	Encourage community groups to apply for funding from multiple sources.
Insufficient funding support could limit the support to community led initiatives.	

Looking Ahead, Key Projects and Programmes

- Implementation of the Economic Development Action Plan
- Promote and support sustainable Economic Development in the Waitomo District
- Support of Waitomo District Youth Council and Youth Liaison
- Involvement in Hamilton and Waikato Regional Tourism Operations
- Commitment to a high standard of Customer Service consistently across WDC sites
- Library System Upgrade
- Provision of i-SITE and Events Services
- Funding/grant support to the not for profit sector
- Staged provisions to support a Motor Home Friendly District
- Submission of a Registration of Interest and Digital Enablement Plan to the Government Broadband and Mobile Blackspot initiative.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Provide assistance for community support activities.	Advertisement and administration of all WDC Funding Rounds as per the Community Development Fund Policy.	Achieved	100%	100% Compliance	100% Compliance	100% Compliance	100% Compliance
Support the positive development of youth within the District.	Youth Council makes one submission to Council per year.	Achieved	1 per annum	1 per annum	1 per annum	1 per annum	1 per annum
	Youth Council undertakes two youth related projects per year.	Achieved	2 per annum	2 per annum	2 per annum	2 per annum	2 per annum
Council will support major District events that build community pride and raise the District's profile.	Number of major District events held on time and to budget.	Achieved	One Major event (the Muster) and one minor event (the Christmas Parade)	One Major event (the Muster) and one minor event (the Christmas Parade)	One Major event (the Muster) and one minor event (the Christmas Parade)	One Major event (the Muster) and one minor event (the Christmas Parade)	One Major event (the Muster) and one minor event (the Christmas Parade)
Provision of comprehensive library facilities for the community.	Percentage of community satisfied with the quality of the library facilities and service in the annual satisfaction survey and research survey results.	90%	≥ 85%	≥ 85%	≥ 85%	≥ 85%	≥ 85%
Council through its membership of the Hamilton and Waikato Regional Tourism Organisation will ensure enhanced presence in national and international markets for the District.	Number of District Promotion opportunities taken in key publications and industry events.	Achieved	> 4	> 4	> 4	> 4	> 4
Council will encourage and support business expansion and sustainable economic development opportunities within the District.	Economic Development Action Plan developed and implemented.	Not measurable	25% of the programmes identified within the District Economic Development Board Strategy are implemented	Economic Development Action Plan implemented by July 2015 and actions advanced as per plan timelines.	Actions implemented as per Economic Development Action Plan	Actions implemented as per Economic Development Action Plan	Actions implemented as per Economic Development Action Plan

Activity Funding

This Group will be funded from:

- General Rate
- Uniform Annual General Charge (UAGC)
- Targeted Fixed Rate (TFR)
- Targeted Rate (TR)
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Community Development \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
Community Support	5	4	4	4	4	4	4	4	4	6	6
District Development	54	34	35	36	37	38	39	41	42	44	45
Agencies	19	19	23	23	24	25	25	26	27	28	29
Total Operating Income	78	57	62	63	65	67	68	71	73	78	80
Operating Expenditure											
Community Support	627	636	641	657	677	701	724	749	774	804	835
District Development	440	581	647	627	659	689	706	766	756	786	810
Agencies	30	30	30	31	32	33	34	35	36	37	38
Total Operating Expenditure	1,097	1,247	1,318	1,315	1,368	1,423	1,464	1,550	1,566	1,627	1,683
Net Operating Cost/(Surplus)	1,019	1,190	1,256	1,252	1,303	1,356	1,396	1,479	1,493	1,549	1,603
Capital Expenditure											
District Development	0	47	41	42	45	0	0	2	0	0	3
Total Capital Expenditure	0	47	41	42	45	0	0	2	0	0	3
Net Expenditure	1,019	1,237	1,297	1,294	1,348	1,356	1,396	1,481	1,493	1,549	1,606
Funded By											
Internal Loans	0	40	41	42	43	0	0	0	0	0	0
Reserves	53	175	174	98	81	43	29	3	(18)	(41)	(61)
General Rates	346	531	581	618	655	704	734	796	813	857	900
UAGC	447	285	280	308	332	353	364	382	395	409	424
Targeted Rate - Piopio Retirement	15	15	15	16	16	17	17	18	18	19	20
Targeted Rate - District Development	158	191	206	212	221	239	252	282	285	305	323
Total Funding	1,019	1,237	1,297	1,294	1,348	1,356	1,396	1,481	1,493	1,549	1,606
Depreciation and Amortisation Expense	5	5	6	6	6	6	6	6	6	6	6

Regulation

The Regulation group of activities together with Resource Management fall under the Regulatory Services business unit. Both groups of activities are included in a single Activity Management Plan called the "Regulatory Services Activity Management Plan (AMP)".

What we do

The Regulation Group aims to ensure a healthy and safe environment for the community in terms of building and food safety, regulating behaviours and creating a nuisance free and creating a family and investment friendly environment.

This Group includes the regulatory functions devolved to Council by legislation and leads the making of the necessary policies and bylaws to ensure a safe and nuisance-free environment for all the residents of the District. The functions are:

Building Control - regulates the whole building control function in the District.

In July 2013 WDC joined the Waikato Building Consent Group. The purpose of the Group is to foster co-operation, collaboration and provide an excellent and consistent service to customers across the Waikato Region.

Member Councils include Waitomo District, Waipa District, Hamilton City, Waikato District, Otorohanga District, Matamata-Piako District and Hauraki District Councils.

Alcohol Licensing - oversees the administration of the Sale and Supply of Alcohol Act 2012 at a local level by way of the Waitomo District Licensing Committee on behalf of the Alcohol Regulatory and Licensing Authority which encourages the responsible sale and use of alcohol through licensing, monitoring of premises and enforcement of the Act.

Environmental Health - involves the provision of environmental health services including licensing and inspection of food premises and noise control.

Bylaw Administration - involves managing a range of bylaws that Council has in place which allow WDC to manage issues associated with community nuisance, protect public health and manage Council's assets.

Regulatory Services administer and where appropriate enforce the bylaws within the activity.

Animal and Dog Control - involves the registration of dogs as well as the prevention of harm to the community in cases of menacing or dangerous behaviour by dogs and dealing with roving stock.

Community Outcomes and Strategic Goals

Regulation	
Outcomes the Group contributes to:	
	
Strategic Goals for the Group:	
To ensure health and safety is protected by effectively and efficiently administering statutes, regulations and bylaws including environmental health, alcohol control and noise control.	
To protect the health and safety of building users by effectively and efficiently administering the provisions of the Building Act 2004.	
To ensure that animals, particularly dogs, are controlled so that people can enjoy the benefits of dog ownership without adversely affecting other members of the community.	

Why we do it

This Group exists to help ensure the health and safety of the community, in terms of building and food safety, and in terms of regulating behaviour and creating a nuisance free, family and investment friendly environment.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Building Act 2004 Hazardous Substances and New Organisms Act 1996 Health Act 1956 Resource Management Act 1991 Sale and Supply of Alcohol Act 2012 Local Government Act 2002 Dog Control Act 1996	Waitomo District Plan Council's Bylaws and Policies

Looking Ahead, Key Projects and Programmes

The statutory environment within which this Group of Activities function tends to undergo continuous changes.

- Continued Accreditation as a Building Consent Authority
- Back Scanning of Building Consent Records
- Review of Compliance Schedules
- Implement Mobile Applications for Field Staff

Significant Negative Effects

Negative Effects	Mitigation
Statutes and Bylaws may be seen by some members of the Community as restrictive.	Council has developed a protocol where the intrusive effect of enforcement is countered by utilising the minimum enforcement necessary to achieve the required outcome.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
All food and liquor retail premises will be inspected and appropriately registered and licensed.	Percentage of registration or licensing of food and liquor retail premises inspected annually.	89%	100%	100%	100%	100%	100%
Provision of an effective environmental health service for the community.	Customer Satisfaction survey rating on Environmental Health Service.	52%	> 50%	> 50%	> 50%	> 50%	> 50%
Building consents and project information memoranda issued within 15 working days.	Percentage of building consents and project information memoranda issued within 15 working days.	91%	90%	90%	90%	90%	90%
Council will process, inspect and certify buildings work in the Waitomo District.	WDC maintains building control systems and process to meet IANZ Audit requirements.	NA (New Measure)	NA (New Measure)	Accreditation Maintained	Accreditation Achieved	Accreditation Maintained	Accreditation Achieved
Provision of an effective building control service to the community.	Customer satisfaction survey rating on Building Control.	48%	> 50%	> 50%	> 50%	> 50%	> 50%
Dog owners' properties will be inspected to ensure compliance with the Dog Control Act 1996 and Council's bylaws.	Percentage of dog owners' properties inspected per year.	Urban 100% Rural 2%	Urban 100% Rural 10%	Urban 100% Rural 10%	Urban 100% Rural 15%	Urban 100% Rural 20%	Urban 100% Rural 20%
High level of customer satisfaction with animal control service.	Customer satisfaction survey rating on Animal Control.	46%	≥ 50%	≥ 50%	≥ 50%	≥ 50%	≥ 50%
Dog Owners are well informed of their responsibilities and WDC Support.	Number of Dog/Owner Education initiatives.	NA (New Measure)	NA (New Measure)	≥ 2	≥ 2	≥ 2	≥ 2

Activity Funding

This Group will be funded from:

- General Rate
- Uniform Annual General Charge (UAGC)
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Regulation \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
Regulation	363	431	422	433	445	458	472	488	504	522	542
Total Operating Income	363	431	422	433	445	458	472	488	504	522	542
Operating Expenditure											
Regulation	684	867	854	928	935	918	928	977	991	1,044	1,061
Total Operating Expenditure	684	867	854	928	935	918	928	977	991	1,044	1,061
Net Operating Cost/ (Surplus)	321	436	432	495	490	460	456	489	487	522	519
Net Expenditure	321	436	432	495	490	460	456	489	487	522	519
Funded By											
Reserves	(117)	16	(19)	40	17	(23)	(25)	(26)	(25)	(26)	(28)
General Rates	398	340	368	371	387	394	389	420	415	448	443
UAGC	40	80	83	84	86	89	92	95	97	100	104
Total Funding	321	436	432	495	490	460	456	489	487	522	519
Depreciation and Amortisation Expense	2	2	2	2	2	2	2	2	2	2	2

Environmental Sustainability Group

The Group of Activity discussed under this heading promotes Community Outcomes that primarily target environmental well-being.

Its component Groups aim to minimise the impact of community's lifestyles and growth on the natural environment. It is the responsibility of every local authority to carry out activities that promote sustainable management and protection of the environment.

Groups promoting Environmental Sustainability:

- Solid Waste Management
- Stormwater Drainage
- Resource Management
- Sewerage and the Treatment and Disposal of Sewage

Solid Waste Management

What we do

The Solid Waste Management Group provides for the environmentally safe reduction, diversion, collection and disposal of the District's solid waste. The services delivered will ensure that the natural environment is protected from detrimental effects of solid waste, and that the waste disposal needs of the District community are met.

There are four activities under this Group:

Waste Minimisation

The focus of this activity is on the reduction and diversion (reuse, recycling and recovery) of solid waste. It includes educational programmes targeted at improving awareness of the benefits of waste reduction and services available in support of this, promotion of and support for community initiatives.

Kerbside Recyclables Collection

A weekly kerbside collection of recyclables is provided for the residents of Te Kuiti, Piopio, Awakino, Mokau and the Waitomo ward and Village area.

Kerbside Refuse Collection

A weekly kerbside collection of bagged refuse is provided for the residents of Te Kuiti, Piopio, Mokau, Awakino and Waitomo ward and Village, coincident with the weekly kerbside collection of recyclables.

Waste Disposal

Waste transfer stations are provided at the communities of Benneydale, Piopio, Marokopa, Kinohaku and Mokau/Awakino. A fully consented District landfill is located at Te Kuiti.

Community Outcomes and Strategic Goals

The following table summarises Council's contribution to be made to furthering community outcomes as articulated by the strategic goals for this Group:

Solid Waste Management
Outcomes the Group contributes to: 
Strategic Goals for the Group To ensure the safe disposal of waste to protect our natural environment. To minimise waste disposal within the District.

Why we do it

Rationale for Service Delivery: This Group exists to ensure that the natural environment is protected from detrimental effects of solid waste, and that the waste disposal needs of the District community are met.

Council is responsible under the Waste Minimisation Act 2008 for preparing and implementing a waste management and minimisation plan, and overseeing and promoting effective and efficient waste management and minimisation in the District, having regard to the New Zealand Waste Strategy (NZWS).

The Waste Minimisation Act 2008 requires Council to consider (in order of importance) the following methods for managing waste:

- Reduction
- Reuse
- Recycling
- Recovery
- Treatment
- Disposal; and
- ensure that the collection, transport, and disposal of waste does not, or is not likely to, cause a nuisance; and
- have regard to the New Zealand Waste Strategy, or any Government policy on waste management and minimisation that replaces the strategy; and
- have regard to the most recent assessment undertaken by the Council under section 51; and
- use the special consultative procedure set out in section 83 of the Local Government Act 2002 to adopt its Solid Waste Management and Minimisation Plan (SwaMMP).

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Waste Minimisation Act 2008 Local Government Act 2002 Health Act 1956 Resource Management Act 1991 Climate Change Response Act 2002	Solid Waste (Activity) Management and Minimisation Plan District Plan Public Health and Safety Bylaw Solid Waste Bylaw Revenue and Financing Policy Regional Policy Statement NZ Waste Strategy

Significant Negative Effects

Negative Effects	Mitigation
Public health impacts are increased in the absence of a well managed and accessible waste collection and disposal system.	Maintain and improve public health and well-being by providing access to essential waste management services and facilities.
User charges can be a disincentive to responsible social behaviour, leading to fly-tipping.	Waste reduction promoted by various education programmes.
High volumes of waste disposal shortens the life of landfills and minimises opportunity for resource recovery.	Good planning and design contributes to maximum resource recovery and minimises the impact of waste disposal on the environment energy resources.
Cost of compliance with applicable standards.	Provide an effective and efficient collection and disposal service for residual solid wastes.
Malodour from landfill can impact on quality of life and amenity.	Daily processing and covering of landfill waste.
Leachate from landfills and transfer stations sewers has the potential for negative impact on the environment.	Leachate collections systems installed.

Negative Effects	Mitigation
Additional costs of Emissions Trading Scheme will impact on viability of district landfill.	Extend the landfill life coincident with loan amortisation period.

Looking Ahead, Key Projects and Programmes

- Development of the next cell for the Landfill in 2019 and 2020.
- Investigation on feasibility of moving Mokau transfer station.

The services contained in this 2015-25 LTP for Solid Waste are:

Operations of Waitomo District Council's activities for solid waste (kerbside refuse and recycling collection and landfill operation by contract, and community education) will continue to be provided at the same level of service.

1. Reduce quantity of paper and plastics through kerbside to landfill.
2. Reduce the quantity of organic waste to landfill.
3. Initiate Event Recycling.
4. Explore possibility of Waitomo District Landfill becoming a clean fill site only.
5. Reduction in onsite disposal of agricultural products.
6. Provision of Hazardous waste storage facility at landfill.
7. Report of all waste management facilities to identify hazards and safety improvements.
8. Undertake two yearly waste audits.
9. Monitor and review waste minimisation behaviour change.
10. Update asset inventory and input to data base.
11. Investigate provision for green (garden) waste collection at all Transfer Stations.
12. Review of all resource consents for closed landfill.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Users find the recycling facilities safe to use.	Percentage of users rate the safety of Council's recycling facilities as satisfactory or better.	92%	75%	75%	75%	75%	75%
Provision of effective waste service for the community.	Customer satisfaction survey rating on waste transfer stations.	78%	60%	60%	60%	60%	60%
The solid waste management facilities feel safe to the user.	Percentage of users rate the District's waste transfer stations safe to use.	90%	70%	70%	70%	70%	70%
Users find the landfill facility safe to use.	Percentage of users who rate the safety of Council's landfill facility as satisfactory or better.	94%	75%	75%	75%	75%	75%
The solid waste management facilities are open and accessible to users at advertised times.	Number of complaints per month due to facilities not being open at advertised times.	Achieved	≥1	≥1	≥1	≥1	≥1
Reduce quantity of recyclables like paper and plastics in bag collection that goes to landfill.	Percentage of reduction per annum leading to 10% reduction overall by 2016 and 15% by 2025 achieved through continual education (both measured against the 2014 Biennial Waste Audit).	Not Achieved	2.0%	2.0%	2.0%	2.0%	2.0%
Reduce the quantity of organic waste like food scraps etc in bag collection that goes to landfill.	Percentage of reduction per annum achieved through continual education leading to 10% reduction overall by 2025 (measured against the 2014 Biennial Waste Audit).	Not Achieved	1.5%	1.5%	1.5%	1.5%	1.5%
Provision of an effective solid waste service for the community.	Number of complaints received per month regarding solid waste activities.	Achieved	≤ 10	≤ 10	≤ 10	≤ 10	≤ 10

Activity Funding

This Group will be funded from:

- General Rate
- Uniform Annual General Charge (UAGC)
- Targeted Fixed Rate (TFR)
- Grants and Subsidies
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Solid Waste Management \$000's	EAP	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Operating Income											
Collection	120	126	129	132	136	140	145	149	154	160	166
Management	970	869	873	895	901	927	934	964	986	1,021	1,059
Total Operating Income	1,090	995	1,002	1,027	1,037	1,067	1,079	1,113	1,140	1,181	1,225
Operating Expenditure											
Collection	316	321	329	338	347	358	368	381	393	407	422
Management	1,477	1,635	1,658	1,711	1,727	1,759	1,871	1,985	1,999	2,033	2,042
Total Operating Expenditure	1,793	1,956	1,987	2,049	2,074	2,117	2,239	2,366	2,392	2,440	2,464
Net Operating Cost/(Surplus)	703	961	985	1,022	1,037	1,050	1,160	1,253	1,252	1,259	1,239
Capital Expenditure											
Management	901	0	30	33	0	843	890	37	0	8	0
Total Capital Expenditure	901	0	30	33	0	843	890	37	0	8	0
Net Expenditure	1,604	961	1,015	1,055	1,037	1,893	2,050	1,290	1,252	1,267	1,239
Funded By											
Internal Loans	831	0	26	26	0	836	890	30	0	0	0
Reserves	66	207	175	110	(70)	(187)	(197)	(216)	(244)	(264)	(271)
General Rates	8	11	11	12	9	10	13	13	16	16	14
UAGC	4	11	11	12	9	10	13	13	16	16	14
Targeted Rate Collection - Mokau	38	38	39	40	42	43	44	46	47	49	51
Targeted Rate Collection - Piopio	25	25	25	26	27	28	28	29	30	31	32
Targeted Rate Collection - Te Kuiti	93	95	98	100	102	105	110	113	117	121	125
Targeted Rate Collection - Waitomo	35	37	38	39	40	41	42	43	45	46	48
Targeted Rate - Solid Waste Management	505	537	592	690	878	1,007	1,107	1,219	1,225	1,252	1,226
Total Funding	1,605	961	1,015	1,055	1,037	1,893	2,050	1,290	1,252	1,267	1,239
Depreciation and Amortisation Expense	70	114	113	108	111	111	162	214	217	217	219

Stormwater Drainage

What we do

The Stormwater Drainage Group provides for the collection, diversion, and disposal of urban surface water runoff following rainfall. Surface water flooding can occur in the absence of an effective stormwater drainage system.

The Group covers the stormwater assets owned and operated by Council in urban areas including Te Kuiti, Benneydale, Piopio, Mokau, Awakino, Marokopa and Te Waitere.

The majority of Council's stormwater infrastructure is located at Te Kuiti, with limited infrastructure available at the remaining townships. The stormwater infrastructure servicing Waitomo Village and Taharoa is privately owned and does not form part of this Plan.

Providing, maintaining and upgrading Council's urban stormwater network comprising the urban open drains, pipes and manholes, downstream from surface channels, sumps and sump leads (the latter, together with all rural drainage assets, are included under the Roads and Footpaths activity) are the main elements of this group.

The main activity under this Group is stormwater reticulation and disposal and involves:

- Preparation of catchment assessments for each urban area over the next 10 years to identify open drains, ephemeral water courses, permanent water courses, stormwater and preliminary secondary flow paths
- Reporting on stream environmental impacts as demanded by a comprehensive discharge consent.
- Providing, maintaining and upgrading Council's urban stormwater network comprising the urban open drains, pipes and manholes, downstream from surface channels, sumps and sump leads (the latter, together with all rural drainage assets, are included under the Roads and Footpaths significant activity).

The main elements of this activity are:

Maintenance

Maintenance is the on-going day to day work activity required to keep assets serviceable and prevent premature deterioration or failure. Two categories of maintenance are carried out:

Unplanned Maintenance:

The majority of defects are notified by the public, and a 24 hour call-out service is provided to attend problems. Contract documents specify the timeliness of the response and the actions to be taken. Priority is given to works impacting on safety over cosmetic type work.

Planned Maintenance:

Work carried out to a predetermined schedule or planned in association with other work.

Planned maintenance costs are expected to average approximately \$150,000 per year over the next 10 years.

Renewals

The renewals programme comprises an essential part of this activity. Maintaining levels of service is dependent on replacing assets at the end of their useful lives. The actual timing of proposed renewals has been determined from a combination of a desk top assessment of age, condition and capacity, as well as a phased Closed Circuit TV (CCTV) program of the existing drainage networks based on present asset data. The CCTV footage showed a raft of problems with some of the older steel "ARMCO" type pipes that were completely corroded around the base. Some of the pipes have been replaced with further sections identified for replacement. The renewal programme will address this issue over time. Any critical problems with the pipe work are addressed when Council becomes aware of the problem.

In the 2015 – 2025 LTP, using optimised replacement values, the forecast renewals costs have been smoothed over a 80 year period to flatten this peak and avoid large variations in renewals expenditure in successive 10 year periods to achieve a long term sustainable replacement programme.

Within each 10 year block, and as asset information improves, specific renewals will be individually assessed to verify that the renewal is actually needed before the work is done.

The asset management philosophy is that any identified shortfall in capacity will be addressed at the time of pipe replacement so that any existing undersized pipes will be replaced with larger diameter pipes. To do this, the information from the Catchment Assessment Plans will be used to move forward in an economic and sustainable manner.

New Works / Augmentation

The capital works programme represents a modest forecast of minor improvement works over the next ten years. It includes the following works:

- The continuation of collecting stormwater asset data for Te Kuiti (Catchment Plans) and in the rural townships
- A base source of funding to address a variety of minor improvement works in Te Kuiti as they become apparent

As noted above, completion of urban catchment assessments may identify capacity shortfalls in the existing stormwater network. Similarly, future structure planning proposals for Mokau-Awakino, Te Waitere and Waitomo Village may result in new

drainage works proposed for those areas. The capital development programme will be reviewed after the assessment work has been completed.

Community Outcomes and Strategic Goals

The following table summarises Council’s contribution to be made to furthering community outcomes as articulated by the strategic goals for this Group:

Stormwater Drainage
<p>Outcomes the Group contributes to:</p> 
<p>Strategic Goals for the Group:</p> <p>To protect public health and property. To protect the environment from the adverse effects of stormwater. To enable economic development.</p>

Why we do it

Rationale for Service Delivery: This Group exists to ensure that the natural environment and District community are protected from detrimental effects of stormwater.

Council is involved in this activity to fulfil its legal responsibilities for the control of its stormwater systems and to work towards the achievement of community outcomes.

Efficient, environmentally safe and sustainable urban stormwater services are essential to providing good quality local infrastructure to the community.

Stormwater services ensure the protection of public health in urban areas through the collection, treatment and disposal of urban stormwater.

The Local Government Act 2002 empowers Council to be involved in the ownership and provision of stormwater assets.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Local Government Act 2002	Stormwater Activity Management Plan
Resource Management Act 1991	Council’s Operative District Plan
Health Act 1956	Council’s Revenue and Financing Policy
Health & Safety in Employment Act 1992	Waikato Regional Council Regional Policy Statement and Regional Plan
Building Act 2004	Water Services Bylaw

Significant Negative Effects

Negative Effects	Mitigation
Open drains in urban areas can lead to infestations of insects and vermin, and can become a safety hazard.	Maintaining / improving community health and wellbeing by providing effective surface drainage of urban land and property.
Carbon emissions, dust and spillages of contaminants on urban roading carriageways can enter the drainage network and have an adverse effect on the receiving water.	Good stormwater drainage planning and design mitigates the effects of the discharge on the environment.
Road flooding and property inundation can result in delays to the supply of goods and daily access to places of employment.	Effective drainage facilitates the use of land for commercial and industrial development.

Looking Ahead, Key Projects and Programmes

- Consultation to ascertain the community’s needs and preference and to ensure their views are considered when selecting the best level of service
- Ensure the right level of funding is allocated to maintain the asset service potential – March 2017
- Formalise asset inspection and data collection procedures - Ongoing
- Improve contractor maintenance reporting and integrate costing information with spatial data in Bizeasset - Ongoing
- Develop accurate and complete asset inventory registers for each urban drainage area
- Initiate a long term condition and performance assessment programme, initially for Te Kuiti.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Stormwater drainage system is adequate and is sufficiently maintained.	The number of flooding events that occur in the district in a financial year.	NA (New Measure)	NA (New Measure)	Nil (for less than 1 in 2 year event)	Nil (for less than 1 in 2 year event)	Nil (for less than 1 in 2 year event)	Nil (for less than 1 in 2 year event)
	For each flooding event the number of habitable floors affected in a financial year.	NA (New Measure)	NA (New Measure)	≤ 1 per 1000 properties			
Compliance with resource consent conditions for discharge from the Councils urban stormwater system that relate to environmental effects	Compliance with resource consents for discharge from its Stormwater system, measured by the number of:						
	• abatement notices	0	0	0	0	0	0
	• infringement notices	NA (New Measure)	NA (New Measure)	≤2	≤2	≤2	≤2
	• enforcement orders	NA (New Measure)	NA (New Measure)	Nil	Nil	Nil	Nil
	• successful prosecutions	NA (New Measure)	NA (New Measure)	Nil	Nil	Nil	Nil
The Council responds to failures and request for service in a prompt and efficient way	The median response time to attend a flooding event, (measured from the time that the notification is received to the time that service personnel reach the site)	NA (New Measure)	NA (New Measure)	≤ 180 minutes (3hrs)			
The Council provides a reliable stormwater collection service	The number of complaints received about the performance of the Council's urban stormwater system per 1,000 properties connected.	NA (New Measure)	NA (New Measure)	≤4 complaints per 1000 properties			

Activity Funding

This Group will be funded from:

- Targeted Fixed Rate (TFR)
- Targeted Rate (TR)

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Stormwater Drainage \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Expenditure											
Urban	362	375	392	422	422	436	450	496	496	512	487
Rural	38	47	49	50	52	54	56	58	60	62	65
Total Operating Expenditure	400	422	441	472	474	490	506	554	556	574	552
Net Operating Cost/ (Surplus)	400	422	441	472	474	490	506	554	556	574	552
Capital Expenditure											
Urban	349	345	245	253	210	203	213	286	325	338	262
Rural	5	5	5	5	6	6	6	6	6	7	7
Total Capital Expenditure	354	350	250	258	216	209	219	292	331	345	269
Net Expenditure	754	772	691	730	690	699	725	846	887	919	821
Funded By											
Internal Loans	0	25	42	43	45	37	39	40	42	44	46
Reserves	365	334	222	228	186	185	194	265	260	270	236
Targeted Rate - Stormwater (Urban)	343	360	372	402	401	417	429	476	518	536	467
Targeted Rate - Stormwater (Rural)	46	53	55	57	58	60	63	65	67	69	72
Total Funding	754	772	691	730	690	699	725	846	887	919	821
Depreciation and Amortisation Expense	179	181	185	188	192	194	197	200	203	208	212

Resource Management

What we do

The Resource Management Activity involves the administration, application and enforcement of the Waitomo District Plan provisions including:

- Issuing of resource consents for land use and subdivisions.
- Monitoring consents for compliance with conditions.
- Making amendments to the District Plan.

Community Outcomes and Strategic Goals

The following table summarises Council's contribution to be made to furthering community outcomes as articulated by the strategic goals decided for this Group:

Resource Management
<p>Outcomes the Group contributes to:</p> 
<p>Strategic Goals for the Group:</p> <p>To provide a safe and sustainable environment by effectively and efficiently administering and enforcing the provisions of the Resource Management Act 1991 and the Waitomo District Plan.</p>

Why we do it

Rationale for Service Delivery: This Group exists to promote sustainable development of natural and physical resources, by establishing policies and plans which aim in part to make the district vibrant and prosperous.

The Resource Management Act 1991 (RMA) requires Council to implement and review objectives, policies, and methods to achieve integrated management of the effects of the use, development, or protection of land and associated natural and physical resources of the district.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Resource Management Act 1991	National Policy Statements Regional Plan and Policy Statements Waitomo District Plan

Significant Negative Effects

Negative Effects	Mitigation
Customers may have unreasonable expectations on levels of service provided.	Council will have adequate staff resources and where appropriate, support from consultants to meet demands placed on the organisation.
Central Government could introduce legislative requirements which impose a further regulatory burden on Council.	
Delays in the granting of resource consents due to frivolous or vexatious objections could stymie development in the District.	Central Government has amended the Resource Management Act in order to streamline the processing of resource consents. Further changes are expected.

Looking Ahead, Key Projects and Programmes

Further significant changes are expected to the Resource Management Act 1991. The impact of these changes is unknown at the time of writing this plan.

The main focus in this planning cycle is to commence a staged review of the Waitomo District Plan in order to bring the plan into line with the current legislative environment including changes to the Regional Policy Statement and various national policy statements as well as changed circumstances in the District itself.

The development of structure plans and a Development Contributions Policy will be ancillary matters considered as part of the review process.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Council will ensure that resource consents are processed in a timely and customer friendly manner so as to facilitate district wide development.	Percentage of notified consents processed within 80 working days of receipt.*	Achieved	90%	90%	90%	90%	90%
	Percentage of non-notified consents processed within 20 working days.	Achieved	90%	90%	90%	90%	90%
All premises where resource consent have been issued will be monitored at least biennially to ensure compliance.	Percentage of consented premises visited each year.	Achieved	50%	50%	50%	50%	50%

* Resource consents are notified for public comment if they are complex with possible off-site effects.

Activity Funding

This Group will be funded from:

- General Rate
- Uniform Annual General Charge (UAGC)
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Resource Management \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
District Plan Administration	80	80	82	84	87	89	92	95	98	102	105
Total Operating Income	80	80	82	84	87	89	92	95	98	102	105
Operating Expenditure											
District Plan Administration	176	239	188	204	209	196	202	209	216	223	231
Total Operating Expenditure	176	239	188	204	209	196	202	209	216	223	231
Net Operating Cost/ (Surplus)	96	159	106	120	122	107	110	114	118	121	126
Net Expenditure	96	159	106	120	122	107	110	114	118	121	126
Funded By											
Reserves	(10)	45	(18)	(16)	(12)	(5)	(4)	(4)	(12)	(13)	(2)
General Rates	70	57	62	68	67	56	57	59	65	67	64
UAGC	36	57	62	68	67	56	57	59	65	67	64
Total Funding	96	159	106	120	122	107	110	114	118	121	126
Depreciation and Amortisation Expense	0	0	0	0	0	0	0	0	0	0	0

Sewerage and Treatment and Disposal of Sewage

What we do

The Sewerage Group provides for the environmentally safe collection, treatment and disposal of the District's sewage wastes. Sewerage (or wastewater) schemes are provided by Council at Te Kuiti, Piopio, Benneydale, and Te Waitere.

The privately owned and operated sewerage schemes at Waitomo Village and Taharoa do not form part of this plan.

There are three activities under this Group, namely:

- Maintenance
- Renewals and replacements
- Improvements

Maintenance

Operation and maintenance involves the planned and reactive servicing of the sewerage infrastructure – clearing blocked sewers, servicing pump stations, repairing damaged asset components and operating the sewage treatment plants and disposal systems.

Operational and maintenance costs increase steadily across almost all schemes in line with inflation adjustments and higher environmental requirements and expectations.

Renewals

Renewal/replacement of sewerage infrastructure (principally sewer pipes) involves replacement of these assets at the end of their effective lives.

The timing of renewals is determined from the asset age, condition assessments and capacity assessments of the existing drainage networks based on the available asset data.

Major renewals expenditure in Te Kuiti due to poor pipe condition leading to high inflow/infiltration may be required.

The work planned for detailed surveys of the reticulation will confirm the scope and cost estimate of the work required.

Renewal costs fluctuate between schemes with non-operational expenditure smoothing applied in all cases to avoid major spikes in overall expenditure for each scheme from one year to the next.

Improvements

This involves the provision of additional sewerage reticulation or treatment plant capacity either by installing new or extending existing pipe networks or treatment plants.

Where possible, any identified shortfall in existing pipe capacity will be addressed at the time of the pipe replacement so that any existing undersized pipes will be replaced with larger diameter pipes.

With the exception of Te Waitere all of the Council's sewerage schemes have been upgraded over the past six years and re-consented.

The Piopio scheme is new, commissioned in 2012.

The consent for Te Waitere expires in September 2017. An amount of \$16,000 has been allocated in the LTP for rehabilitating or upgrading the Te Waitere soakage field.

Community Outcomes and Strategic Goals

The following table summarises Council's contribution to be made to furthering community outcomes as articulated by the strategic goals decided for this Group:

Sewerage
<p>Outcomes the Group contributes to:</p> 
<p>Strategic Goals for the Group:</p> <p>Wastewater is managed to preserve and protect the natural environment</p> <p>To meet the Community's needs by ensuring public health, social well-being and providing for economic growth</p>

Why we do it

Rationale for Service Delivery: This Group exists to ensure that the natural environment is protected from detrimental effects of sewage, and that the wastewater management needs of the District community are met.

Council is involved in this activity to fulfil its legal responsibilities for the control of its sewerage systems and to work towards the achievement of Community Outcomes.

Sewerage services are essential for the protection of public health and environment in urban areas through the collection, treatment and disposal of human and commercial/ industrial wastewater.

Efficient, environmentally safe and sustainable urban wastewater services are essential for the provision of good quality local infrastructure to the community.

The Local Government Act 2002 empowers Council to be involved in the ownership and provision of sewerage assets.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Local Government Act 2002	Wastewater Activity Management Plan
Health Act 1956	Council's Operative District Plan
Resource Management Act 1991	Council's Trade Waste Bylaw
Building Act 2004	Council's Revenue and Financing Policy
Health and Safety In Employment Act 1992	Regional Policy Statement and Regional Plan
	NZ Waste Strategy

Significant Negative Effects

Negative Effects	Mitigation
Malodour from pumping stations and treatment plants can impact on quality of life and amenity.	Health and well-being maintained/improved through the provision of an effective wastewater collection, treatment and disposal system.
Sewage overflows from pumping stations or blocked sewers, and impacts of the final effluent quality at the point of discharge, have the potential for negative impact on the environment.	Robust wastewater planning and design avoids adverse effects on the environment and ensures efficient use of non-renewable energy resources.

Negative Effects	Mitigation
Cost of compliance with applicable standards plus the cost of sewerage rates and fees can be a significant burden for local industry.	Council sewerage schemes provide an efficient and effective option for the disposal of trade wastes compared with individual, on-site treatment.
Discharges from sewage treatment plants can have a damaging effect on both the physical and cultural attributes of the receiving environment.	Adverse effects can be mitigated through careful design and operation of the treatment and disposal system.

Looking Ahead, Key Projects and Programmes

- Ongoing renewal works to pump stations, reticulation network and treatment plant components in accordance with Asset Management Systems, on as needed basis, across all sewerage schemes.
- Consult to ascertain the community's service needs and priorities and to ensure their views are considered when selecting the best level of service scenario.
- Ensure the right level of funding is being allocated to maintain the asset service potential.
- Formalise asset data collection and recording procedures.
- Improve contractor maintenance reporting.
- Maintain a long term infiltration and inflow investigation and reduction programme, initially for Te Kuiti.
- Improve accuracy and completeness of assets registers for each scheme.
- Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets and prioritise identified works.
- Monitor and enforce agreements made under the Trade Waste Bylaw for the Te Kuiti scheme.
- Rehabilitating or upgrading the Te Waitere soakage field.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Sewerage System is adequate and is sufficiently maintained.	Number of complaints received in a financial year about ; <ul style="list-style-type: none"> sewage odour sewage system faults sewage system blockages, and Council's response to issues with the sewage system. 	NA (New Measure)	NA (New Measure)	Total complaints per 1000 connections ≤20			
Environmental impacts of Sewerage systems will be managed effectively.	Compliance with the Council's resource consents for discharge from its sewerage system, measured by the number of:						
	<ul style="list-style-type: none"> abatement notices 	NA (New Measure)	NA (New Measure)	Nil	Nil	Nil	Nil
	<ul style="list-style-type: none"> infringement notices 	NA (New Measure)	NA (New Measure)	Nil	Nil	Nil	Nil
	<ul style="list-style-type: none"> enforcement orders 	NA (New Measure)	NA (New Measure)	Nil	Nil	Nil	Nil
	<ul style="list-style-type: none"> convictions received Received by Council in a financial year.	NA (New Measure)	NA (New Measure)	Nil	Nil	Nil	Nil
Timely response and resolution for sewage overflows.	The median response times for attendance, in a year, measured from the time that the Council receives notification to the time that service personnel reach the site.	NA (New Measure)	NA (New Measure)	≤180 minutes (3hrs)	≤180 minutes (3hrs)	≤180 minutes (3hrs)	≤180 minutes (3hrs)
	The median response times for resolution, in a year, measured from the time that the Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	NA (New Measure)	NA (New Measure)	≤ 540 minutes (9hrs)			
Provision of effective and reliable sewerage systems and service to the community.	Number of dry weather sewage overflows from the Council's sewerage system in a financial year.	NA (New Measure)	NA (New Measure)	≤ 5 per 1000 connections			

Activity Funding

This Group will be funded from:

- Targeted Fixed Rate
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Sewerage \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
Te Kuiti	825	826	862	891	922	955	992	1,032	1,075	1,120	1,171
Te Waitere	0	0	0	0	0	0	0	0	0	0	0
Benneydale	2	1	1	1	1	1	1	1	1	1	1
Piopio	1	1	1	1	1	1	1	1	1	1	1
Total Operating Income	828	828	864	893	924	957	994	1,034	1,077	1,122	1,173
Operating Expenditure											
Te Kuiti	2,927	2,769	2,799	2,908	2,991	3,059	3,084	3,131	3,135	3,181	3,271
Te Waitere	48	43	43	47	47	56	55	57	58	63	61
Benneydale	159	163	167	172	176	181	186	191	199	206	215
Piopio	266	269	279	288	292	294	298	303	305	308	312
Total Operating Expenditure	3,400	3,244	3,288	3,415	3,506	3,590	3,623	3,682	3,697	3,758	3,859
Net Operating Cost/ (Surplus)	2,572	2,416	2,424	2,522	2,582	2,633	2,629	2,648	2,620	2,636	2,686
Capital Expenditure											
Te Kuiti	515	428	537	423	381	505	394	401	426	428	502
Te Waitere	5	14	16	0	56	0	0	0	0	0	0
Benneydale	65	35	38	40	42	42	44	49	47	51	49
Piopio	0	53	3	3	3	3	4	4	4	4	4
Total Capital Expenditure	585	530	594	466	482	550	442	454	477	483	555
Net Expenditure	3,157	2,946	3,018	2,988	3,064	3,183	3,071	3,102	3,097	3,119	3,241
Funded By											
Internal Loans	515	14	16	0	56	0	0	49	47	51	49
Reserves	456	704	723	612	524	579	414	374	397	398	470
Targeted Rate – Te Kuiti	1,614	1,644	1,663	1,706	1,797	1,889	1,907	1,911	1,873	1,870	1,905
Targeted Rate - Trade Waste Contribution	176	166	168	174	179	184	185	188	188	191	196
Targeted Rate – Te Waitere	42	43	43	47	47	56	55	57	58	63	61
Targeted Rate - Benneydale	139	149	166	195	201	207	214	221	230	240	250
Targeted Rate - Piopio	215	226	239	254	260	268	296	302	304	306	310
Total Funding	3,157	2,946	3,018	2,988	3,064	3,183	3,071	3,102	3,097	3,119	3,241
Depreciation and Amortisation Expense	1,021	764	779	794	806	816	829	836	843	850	857

Economic Sustainability Group

The Groups of Activities discussed under this heading promotes Community Outcomes that primarily target economic well-being.

Its component Groups focus on providing the necessary infrastructure that enables communities to prosper and to ensure that the District as a whole is able to transport produce and necessities to and from the marketplace.

The growth and maintenance of tourism, farming and other commerce and industry is dependent on the provision of reliable transport and water supply networks.

Groups promoting Economic Sustainability:

- Water Supply
- Roads and Footpaths

Water Supply

What we do

The Water Supply activity provides for the environmentally safe collection, treatment and reticulation of Council's public water supplies.

Water supply schemes are provided by Council at Te Kuiti, Benneydale, Piopio and Mokau.

The privately owned and operated water supply schemes at Waitomo Village and Taharoa do not form part of this 2015-25 LTP.

There are three aspects of operations under this group, namely:

- Maintenance
- Renewals and Replacements
- Improvements

Maintenance

Maintenance can be defined as the regular work and immediate repairs necessary to preserve an asset in a condition, which allows it to perform its required function. For example, repairing leaks and broken mains, servicing pump stations, cleaning reservoirs, repairing and replacing water meters, hydrants and valves, operating the water treatment plants and intake systems.

Maintenance works are undertaken by external contractors in accordance with Council procurement procedures. The introduction of new processes to record work tasks and costs will improve knowledge of operations and maintenance needs and enhance the quality of decision-making.

Operation and maintenance costs are estimated to increase due to demand for higher level skills in operation and maintenance of treatment plant upgrade to meet the Health (Drinking Water) Amendment Act 2007 in addition to any other cost increase that may occur.

Renewals

Renewal/replacement of water supply infrastructure (principally water supply mains) involves replacement of these assets at the end of their effective lives.

The timing of renewals is determined from the asset age, condition assessments and capacity assessments of the existing water supply networks based on the available asset data.

The Council's strategy to maintain levels of service is linked to the asset type, value and criticality. Decisions are based on a case by case basis to ensure that optimum value is extracted from the assets.

Mechanical and electrical assets are serviced regularly and repaired as needed. Other assets are assessed annually.

Renewal funding requirements fluctuate year to year as assets reach the end of their useful lives and need renewing or replacing. This trend has been smoothed by applying sound engineering judgment to available asset information.

Improvements

This involves the provision of additional water supply reticulation, storage or treatment plant capacity either by installing new or extending/upgrading existing pipe networks, storage structures or treatment plants.

Where practicable, any identified shortfall in existing pipe capacity will be addressed at the time of the main replacement so that any existing undersized pipes due for replacement will be replaced with larger diameter pipes.

Community Outcomes and Strategic Goals

The following table summarises Council's contribution to be made to furthering the community's outcomes as defined by the strategic goals decided for the Water Supply Group:

Water Supply
<p>Outcomes the Group contributes to:</p> 
<p>Strategic Goals for the Group:</p> <p>To deliver safe drinking water in accordance with the Drinking Water Standards for New Zealand 2005 (Revised 2008).</p> <p>To deliver reliable water supplies and adequate fire fighting capabilities to meet the needs of the Community.</p>

Why we do it

Rationale for Service Delivery: This Group exists to provide a safe and reliable supply of potable water to support the needs of domestic, commercial and industrial users. It also exists to provide water supplies for fire-fighting capacity in urban areas.

Council is involved in this activity to fulfil its legal responsibilities for the supply of water to its communities and to work towards the achievement of community outcomes.

Efficient, safe and sustainable water supply services are essential for the provision of good quality local infrastructure.

The Local Government Act 2002 empowers Council to be involved in the ownership and provision of water supply assets and services.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Local Government Act 2002	Water Supply Activity Management Plan
Health Act 1956	Council's Operative District Plan
Resource Management Act 1991	Council's Water Supply Bylaw
Health (Drinking Water) Amendment Act 2007	Council's Revenue and Financing Policy
Building Act 2004	Regional Policy Statement and Regional Plan
Health and Safety In Employment Act 1992	
Drinking Water Standards 2008	

Significant Negative Effects

Negative Effects	Mitigation
Inadvertent contamination of public water supplies from microbiological organisms can adversely impact on public health.	Public health protected from water borne diseases through the identification of risks and implementation of measures and monitoring systems to avoid, remedy or mitigate those risks.
Excessive abstraction of raw water at the point of intake has the potential for negative impact on the environment.	Robust assessment of effects carried out in support of resource consent application to take water. Rate of abstraction and impact.
Cost of compliance with applicable standards plus the cost of water supply rates and fees can be a significant burden for local industry.	Council water supply schemes provide an efficient and effective option for the provision and management of potable water supply systems.
Council provided water supplies can adversely affect the effluent disposal capacity of unsewered areas, leading to potentially damaging effects on both the physical and cultural attributes of the receiving environment.	Reticulated wastewater disposal systems should be developed in parallel with reticulated public water supply systems to ensure that onsite wastewater systems are not placed under unacceptable strain.
Accidental discharge.	Procedures in place to shut extraction down until contaminant has passed.

Looking Ahead, Key Projects and Programmes

- Upgrade of the Te Kuiti Water Treatment Plant for a total project cost of \$6.2m in years 1 and 2 of the plan (mainly in year 1).
- Installation of a new pumping line to the reservoir is proposed for Piopio for a total cost of \$147,000 spread over two years from 2016/17.
- Consult to ascertain the communities service needs and priorities and to ensure their views are considered when selecting the best level of service scenario.
- Incrementally upgrade Te Kuiti Water Treatment Plant including automation of processes and automated monitoring equipment to provide evidence for compliance with Ministry Of Health grading and the Health (Drinking Water) Amendment Act 2007 and any amendments.
- Continue flow monitoring at Te Kuiti to quantify actual water consumption and losses.
- Continue incremental renewal of all water reticulation and improve supply reliability, including automation of processes, monitoring of performance and collection of data.
- Improve asset data collection procedures and improve maintenance reporting.
- Continue development of accurate and complete asset registers for each scheme.
- Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.
- Prioritise the works developed from a risk assessment exercises.
- Review and improve on the individual asset strategies and produce an updated financial forecast in line with the next LTP planning cycle.
- Confirm the right level of funding is being allocated to maintain the asset service potential.
- Develop strategies to meet more stringent water quality standards and consent requirements.
- Review pump station and treatment plant maintenance programmes.
- Review and implement water treatment plant operating procedures.
- Investigate universal metering across all water supply schemes.
- Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.



RAW WATER STORAGE DAM AT MOKAU (COMPLETED IN 2014)

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Water supply system is adequate and sufficiently maintained for public health purposes.	The extent to which WDC's drinking water supplies comply with Part 4 of NZ Drinking-Water Standards 2005 (bacteria compliance criteria)	NA (New Measure)	NA (New Measure)	100%	100%	100%	100%
	The extent to which WDC's drinking water supplies comply with Part 5 of NZ Drinking-Water Standards 2007 (revised 2008) (protozoal compliance criteria):	NA (New Measure)	NA (New Measure)	100%*	100%*	100%*	100%
Water Supply networks are being maintained adequately.	Percentage of real water loss from the Council's networked reticulation system in a financial year in:						
	• Te Kuiti	NA (New Measure)	NA (New Measure)	≤ 25%	≤ 25%	≤ 25%	≤ 25%
	• Mokau	NA (New Measure)	NA (New Measure)	≤ 25%	≤ 25%	≤ 25%	≤ 25%
	• Piopio	NA (New Measure)	NA (New Measure)	≤ 25%	≤ 25%	≤ 25%	≤ 25%
	• Benneydale (‘Water Losses’ includes real losses through leaks in the network and apparent losses through metering inaccuracies or water theft. This does not include unauthorised consumption, which is classed as a user with a set allocation taking more than their quota).	NA (New Measure)	NA (New Measure)	≤ 15%	≤ 15%	≤ 15%	≤ 15%
Timely response and resolution of service requests.	The median response times for attendance for urgent call-outs in a financial year**	NA (New Measure)	NA (New Measure)	≤ 180 minutes (3 hrs)			
	The median resolution time of urgent call-outs in a financial year***	NA (New Measure)	NA (New Measure)	≤ 540 minutes (9hrs)	≤ 540 minutes (9hrs)	≤ 540 minutes (9hrs)	≤ 540 minutes (9hrs)
	The median response times for attendance for non-urgent call outs in a financial year**	NA (New Measure)	NA (New Measure)	≤ 660 Minutes (11hrs)	≤ 660 Minutes (11hrs)	≤ 660 Minutes (11hrs)	≤ 660 Minutes (11hrs)
	The median resolution time of non-urgent call-outs in a financial year***	NA (New Measure)	NA (New Measure)	≤ 850 minutes (14.1hrs)	≤ 850 minutes (14.1hrs)	≤ 850 minutes (14.1hrs)	≤ 850 minutes (14.1hrs)

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Provision of effective and reliable water supply system to the community.	The total number of complaints received for:						
	• drinking water clarity	NA (New Measure)	NA (New Measure)	≤ 5 per 1000 connections			
	• drinking water taste	NA (New Measure)	NA (New Measure)	≤ 5 per 1000 connections			
	• drinking water odour	NA (New Measure)	NA (New Measure)	≤ 5 per 1000 connections			
	• drinking water pressure flow	NA (New Measure)	NA (New Measure)	≤ 5 per 1000 connections			
	• continuity of supply received by council in a year.	NA (New Measure)	NA (New Measure)	≤ 5 per 1000 connections			
	Median response time to any of these issues within a year.	NA (New Measure)	NA (New Measure)	≤ 180 minutes	≤ 180 minutes	≤ 180 minutes	≤ 180 minutes
Efficient management of demand for water for the community.	Average consumption of drinking water per day per resident within the district.	NA (New Measure)	NA (New Measure)	≤ 400 litres per person per day			

* Achievement will be based on timing of completion of the Te Kuiti Water Treatment Plant upgrade which is being carried out primarily to ensure compliance with New Zealand Drinking Water Standards requirements.

** from the time that the Council receives notification to the time that the service personnel reach the site.

*** from the time that the Council receives notification to the time that service personnel confirm resolution of the fault or interruption.

Activity Funding

This Group will be funded from:

- Targeted Fixed Rate (TFR)
- Targeted Rate (TR)

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Water Supply \$000's	EAP 2014- 2015	YEAR 1 2015- 2016	YEAR 2 2016- 2017	YEAR 3 2017- 2018	YEAR 4 2018- 2019	YEAR 5 2019- 2020	YEAR 6 2020- 2021	YEAR 7 2021- 2022	YEAR 8 2022- 2023	YEAR 9 2023- 2024	YEAR 10 2024- 2025
Operating Income											
Te Kuiti	787	784	7	8	8	8	8	9	9	9	10
Mokau	0	0	0	0	0	0	0	0	0	0	0
Piopio	0	0	0	0	0	0	0	0	0	0	0
Benneydale	0	0	0	0	0	0	0	0	0	0	0
Total Operating Income	787	784	7	8	8	8	8	9	9	9	10
Operating Expenditure											
Te Kuiti	1,784	1,538	2,029	2,210	2,267	2,293	2,352	2,371	2,415	2,462	2,500
Mokau	306	355	367	387	395	405	415	422	432	441	455
Piopio	315	356	364	396	390	418	420	447	459	469	461
Benneydale	182	174	179	186	187	195	202	205	212	219	223
Total Operating Expenditure	2,587	2,423	2,939	3,179	3,239	3,311	3,389	3,445	3,518	3,591	3,639
Net Operating Cost/(Surplus)	1,800	1,639	2,932	3,171	3,231	3,303	3,381	3,436	3,509	3,582	3,629
Capital Expenditure											
Te Kuiti	1,540	5,306	1,508	235	252	236	221	206	244	249	266
Mokau	80	171	48	72	58	67	73	70	84	86	95
Piopio	65	34	128	107	174	130	75	85	88	89	94
Benneydale	3	3	8	3	11	3	4	4	4	4	4
Total Capital Expenditure	1,688	5,514	1,692	417	495	436	373	365	420	428	459
Net Expenditure	3,488	7,153	4,624	3,588	3,726	3,739	3,754	3,801	3,929	4,010	4,088
Funded By											
Internal Loans	905	4,502	1,352	153	232	195	122	121	137	142	153
Reserves	353	359	819	792	683	565	445	382	369	342	346
Targeted Rate – Te Kuiti	901	939	991	1,039	1,128	1,223	1,385	1,429	1,492	1,533	1,547
Targeted Rate - Mokau	258	282	331	388	397	419	430	439	445	456	468
Targeted Rate - Piopio	213	276	297	349	393	410	410	435	446	457	449
Targeted Rate - Benneydale	159	161	173	185	187	195	202	205	217	222	228
Metered Water Rates	699	634	661	682	706	732	760	790	823	858	897
Total Funding	3,488	7,153	4,624	3,588	3,726	3,739	3,754	3,801	3,929	4,010	4,088
Depreciation and Amortisation Expense	570	477	708	765	773	782	791	799	807	816	825

Note: Metered Water Revenue is now included in Targeted Rates and for accurate comparison EAP 2014-15 figures have been reclassified.

Roads and Footpaths

What we do

The scope of the activities forming part of the Roads and Footpaths Group in the Waitomo District is almost entirely related to the roading assets. This includes:

- Roads (excluding state highways),
- Footpaths, bridges,
- Traffic services,
- Carparking and
- Traffic safety programmes.

Road Network

Roads	Urban (km)	Rural (km)	Total (km)
Maintained	52.97	961.11	1014.08
Sealed	50.22	409.04	459.26
Unsealed	2.75	552.07	554.82

The nature of Council's roading activities is:

- Managing and maintaining the District's road network.
- Identifying the need for and undertaking maintenance, operations and renewals of the roading network and footpaths and ancillary systems such as signs and road markings.

Subsidised Roding

New Zealand Transport Agency (NZTA), the national road funding authority, provides a subsidy for works that meet their criteria via the regional council's Land Transport Programme. The activities currently subsidised by NZTA are:

- Sealed Pavement Maintenance
- Unsealed Pavement Maintenance
- Routine Drainage Maintenance
- Structures Maintenance
- Environmental Maintenance
- Traffic Services Maintenance
- Level Crossing Warning Devices
- Emergency Reinstatement
- Network and Asset Management
- Professional Services

Unsubsidised Roding

These are activities carried out to ensure safe and efficient travel within and through the District as necessary for road or pedestrian safety and convenience, but are not subsidised by NZTA.

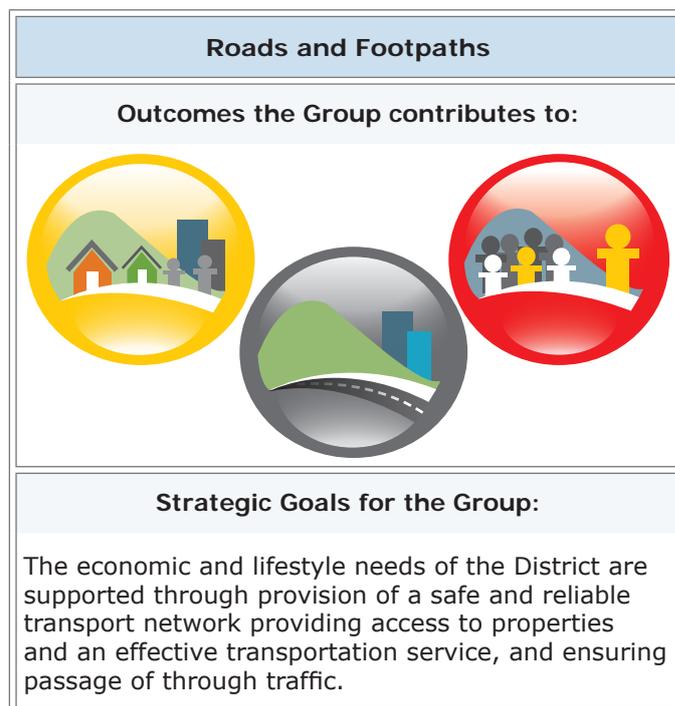
The Council has sole financial responsibility for this activity.

The functions include:

- Footpath Maintenance
- Footpath Renewals
- Amenity Lights
- Unsubsidised miscellaneous work
- Street Cleaning
- Carpark Maintenance (other than kerbside parking)

Community Outcomes and Strategic Goals

The following table summarises Council's contribution to be made to furthering the community's outcomes as defined by the strategic goals decided for the Roads and Footpaths Group:



Why we do it

Rationale for Service Delivery: This Group exists to provide safe and reliable transport infrastructure (including footpaths) to facilitate the movement of people and goods.

An efficient, safe and sustainable road network is essential for the provision of good quality local infrastructure in our District. Roads provide access to properties, passage of through traffic, and transportation of goods and services.

Council has the option of owning roading assets or supporting private sector developers/landowners in the provision of roading through development of private access roads and rights of way.

Guiding Legislation, Plans and Documents

Legislation	Plans and Documents
Local Government Act 2002 Government Roding Powers Act 1989 Land Transport Act 1998 Land Transport Management Act 2003 Land Transport Management Amendment Act 2008	Land Transport Asset Management Plan Regional Land Transport Programme* Waitomo District Plan

**Note: The Waikato Regional Transport Committee has separately prepared a Regional Land Transport Programme (RTLTP). This document is important to the Waitomo District Council as it establishes the regional priority for many District transport activities including all state highway activities and some of the local road improvements included in this LTP.*

Significant Negative Effects

Negative Effects	Mitigation
Road safety related impacts include loss of life and serious injury and associated financial costs. Road blockages and slips impact on everyday movements of people between home and schools, work and recreation.	Provision of a safe and efficient roading network.
Carbon emissions, noise, dust and consumption of non-renewable energy resources.	Good transport planning and design contributes to efficient use of non-renewable energy resources.
Cost of compliance with applicable standards.	Increased efficiencies through improved design and construction techniques offset the costs of compliance. Compliance costs are a necessary by-product of environmental enhancement.
Road blockages and damage can result in delays to the supply of goods and daily access to places of employment.	Responding to damage and blockages in a timely and appropriate manner.

Negative Effects	Mitigation
The reverse effect of an efficient land transport network is the regionalisation of employment related opportunities.	Promotion and marketing of District as a desirable place to live, work and for recreation. Advocate the roll-out of high speed broad band into the District.

Looking Ahead, Key Projects and Programmes

This Group of Activities represents the major portion of Council's overall operational expenditure.

- \$580,000 increase for funding the annual cost of Emergency Reinstatement works in Subsidised Roding and increases for unsealed metalling and preventative maintenance. The increase has been partly compensated by reduction in other work categories.
- Introduction of One Network Roding Classification (ONCR) and the transition from current levels of service to the new 'fit for purpose' levels of service over the next three years.
- A programme developed to progressively widen critical areas like sharp bends on unsealed rural roads that do not currently have the minimal carriageway width of 5.0m.
- A programme developed to progressively widen rural sealed roads to 6.5m wide to achieve the 'fit for purpose' LoS acceptable under ONCR.
- Footpath renewals \$1.2m.
- General road improvements \$5.7m.

Measuring our Progress

The Levels of Service and Key Performance Indicators for this Group of Activities are:

What we do (Level of Service)	How we measure success (Performance Measure)	Our Targets					
		Annual Report 2013/14	Annual Plan 2014/15	2015/16	2016/17	2017/18	2018-2025
Monitor safety of local roads to assist in planning and prioritising works required to upgrade, maintain or change the condition of the roading environment in order to reach and maintain a specified level of safety.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network.	NA (New Measure)	NA (New Measure)	1 (or maintain at 0)			
Maintain the overall condition of local roads to a specified adequate standard.	The average quality of ride on a sealed local road network, measured by smooth travel exposure, in a financial year. (Percentage of measured sealed road lane kilometres not exceeding a NAASRA* roughness count rating of 150 to be at least 90%.)	NA (New Measure)	NA (New Measure)	90%	90%	90%	90%
Maintain the overall condition of the unsealed roads to a specified adequate standard.	Percentage of unsealed road metaled each year.	NA (New Measure)	NA (New Measure)	15% (of total)	15% (of total)	15% (of total)	15% (of total)
Maintain the overall condition of sealed roads to a specified adequate standard.	Percentage of the sealed local road network that is resurfaced each year.	NA (New Measure)	NA (New Measure)	7% (of total)	7% (of total)	7% (of total)	7% (of total)
Maintain the overall condition of footpaths to a specified adequate standard.	The percentage of footpath network that falls within a condition rating of 3.	NA (New Measure)	NA (New Measure)	90%	90%	90%	90%
Manage the timeliness and appropriateness of responses to problems and service requests.	The percentage of customer service requests relating to roads and foot paths responded to within 10 working days.	NA (New Measure)	NA (New Measure)	95%	95%	95%	95%

* NAASRA is a generally acceptable measure of road roughness. A NAASRA count of less than 150 indicate an acceptable level of ride comfort

Activity Funding

This Group will be funded from:

- Uniform Annual General Charge (UAGC)
- Targeted Fixed Rate (TFR)
- Subsidies
- Fees and Charges

Details of, and the rationale for, the above funding method is contained in Council's Revenue and Financing Policy (see Section E).

Estimated Cost of Service Statement

Roads and Footpaths	EAP	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
\$000's	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Operating Income											
Subsidised Roads	5,911	6,839	7,052	7,335	7,624	7,945	8,299	8,661	9,061	9,501	9,950
Unsubsidised Roads	74	74	75	77	79	81	83	85	88	91	94
Total Operating Income	5,985	6,913	7,127	7,412	7,703	8,026	8,382	8,746	9,149	9,592	10,044
Operating Expenditure											
Subsidised Roads	8,994	9,273	9,334	9,590	9,887	10,186	10,445	10,746	11,002	11,351	11,612
Unsubsidised Roads	306	330	343	359	383	408	429	451	471	486	501
Total Operating Expenditure	9,300	9,603	9,677	9,949	10,270	10,594	10,874	11,197	11,473	11,837	12,113
Net Operating Cost/(Surplus)	3,315	2,690	2,550	2,537	2,567	2,568	2,492	2,451	2,324	2,245	2,069
Capital Expenditure											
Subsidised Roads	4,923	5,500	5,577	5,704	5,841	5,990	6,155	6,331	6,523	6,732	6,952
Unsubsidised Roads	340	315	320	327	335	344	353	363	374	386	399
Total Capital Expenditure	5,263	5,815	5,897	6,031	6,176	6,334	6,508	6,694	6,897	7,118	7,351
Net Expenditure	8,578	8,505	8,447	8,568	8,743	8,902	9,000	9,145	9,221	9,363	9,420
Funded By											
Internal Loans	371	188	357	364	372	381	390	400	411	423	435
Reserves	2,390	2,431	2,070	2,016	2,087	2,081	2,045	2,041	1,925	1,950	1,949
UAGC	186	83	85	87	88	90	91	93	96	97	97
Targeted Services Rate - Rural	26	27	29	30	33	35	37	39	41	42	44
Targeted Services Rate - Urban	206	229	240	252	273	292	310	327	342	354	364
Targeted Rate - Roads and Footpaths	5,399	5,547	5,666	5,819	5,890	6,023	6,127	6,245	6,406	6,497	6,531
Total Funding	8,578	8,505	8,447	8,568	8,743	8,902	9,000	9,145	9,221	9,363	9,420
Depreciation and Amortisation Expense	3,167	2,951	2,911	2,967	3,168	3,351	3,488	3,680	3,821	4,032	4,169

