

# Council Services



# Guide to the content of 'Council Services'

This section provides an overview of the budget and service information for the Council's 16 groups of activities (services) and a list of the projects that will be undertaken as part of this Plan.

Each Council service contains the following information:

**What we do:** A summary of what the service delivers to the community.

**Why we do it:** The reason why the Council provides the service, including statutory requirements and linking the activity to our community outcomes.

**How we pay for it:** Describes the particular rating and funding mechanisms used to pay for the cost of providing the service.

**Our plans:** Describes the plans for the service over the life of the Long-Term Plan (LTP) 2018-2028.

**Changes to levels of service:** Identifies and explains major changes to the levels of service provided in the LTP 2018-2028 with the levels of service in the LTP 2015-2025.

**Effects on the community:** Identifies any significant/major negative effects that may occur due to the delivery of the service and how the Council will mitigate or minimise its impact.

**What you can expect from us:** Describes what the community can expect to receive in terms of quality and quantity of service provided. Each level of service has corresponding performance measures and targets which allows the community to monitor performance. This performance information consists of a mix of in-house and externally conducted surveys, national and industry standards, contractor performance indicators and gathered statistics. The performance framework is the basis of the Council's accountability to the community for the services it delivers and is reported on quarterly and as part of the Annual Report.

In addition to showing the performance target for future years (the first three years in detail and an outline for the following seven years), where available the actual achievement for 2016/17 has been provided as a comparator.

The Council contracts National Research Bureau (NRB) to conduct an independent telephone survey of New Plymouth District residents once a year to assess the community's satisfaction with the services provided by the Council. The results from the NRB survey are incorporated into the performance measures and targets, where appropriate.

**Projects:** Lists capital projects that will be undertaken over the life of this plan.

**Funding Impact Statement:** The table provides details on the expected costs and funding of the service. The first year of each financial plan shows the current 2017/18 year. The budget figures show the forecasted financial plan.

## How the Council's Services Contribute to the Community Outcomes

The table below sets out how each of the Council's 16 services contribute to the community outcomes.

	 People He Tangata	 Place Tiakina	 Prosperity Āwhina
Parks and Open Spaces	*	√	*
Transportation	*		√
Stormwater Drainage	√	*	*
Flood Protection and Control Works	√	*	*
Waste Management and Minimisation	*	√	*
Water Supply	*	*	√
Wastewater Treatment	*	√	*
Emergency Management and Business Continuance	√		*
Community Partnerships	√		
Govett-Brewster Art Gallery/Len Lye Centre	√		*
Puke Ariki and Community Libraries	√		*
Venues and Events	√	*	√
Customer and Regulatory Solutions	√	*	√
Economic Development			√
Governance	√		
Management of Investments and Funding	*	*	*

√ indicates the activity strongly contributes to this outcome

\* indicates the activity contributes to this outcome

# Parks and Open Spaces

## WHAT WE DO

Plan and manage a range of parks, public spaces and assets.

- Pukekura Park.
- Brooklands Zoo.
- Playgrounds.
- Sports grounds and skateparks.
- Coastal and other walkways.
- Campgrounds.
- Crematorium and cemeteries.
- Public arts and monuments.
- Public toilets.

New Plymouth District has a reputation for the quality of its public parks and open spaces. The places, spaces and assets we manage and maintain include:

- 1,600ha of park and reserve land.
- 82km of walkways, including 12.7km of Coastal Walkway.
- Forty-eight playgrounds.
- Nine skate park sites.
- Twenty-four sports parks for use by residents and visitors.
- The regional crematorium and administer 15 operational cemeteries.
- Brooklands Zoo.
- Public art and monuments.
- Forty-six public toilets.

## WHY WE DO IT

The parks and open spaces service supports the Council's strategic vision of *Building a lifestyle capital – putting people first, caring for our place, and supporting a prosperous community.*



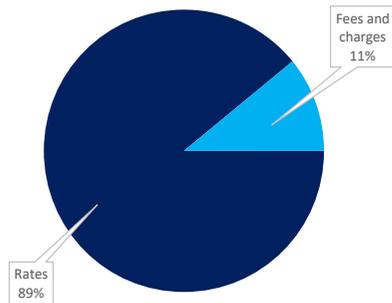
Our parks and reserves promote *caring for our place - manaaki whenua, manaaki tangata, haere whakamua*, through managing and protecting our natural landscape, including untouched native bush, coastal areas and regenerating bushland. Our parks and reserves help to manage our community to achieve sustainability and include features of outstanding biodiversity in the urban environments. Our parks and reserves network provide opportunities for people to be active, whether it be along our walkways, sports parks, playgrounds or other uses.

The parks and open spaces service promotes *putting people first - aroha ki te tangata* through supporting community activities, including through the provision of volunteering activities (such as restorative planting) and places for community events. The crematorium and cemeteries provide appropriate and sensitive memorial spaces for families.

Our activities also contribute to *supporting a prosperous community - awhi mai awhi atu, tātou katoa*. Campgrounds and leisure and sports parks, along with facilities for outdoor events such as WOMAD at the Bowl of Brooklands provide for tourism opportunities and bolster an economy supported by a diverse range of industry in the district. The activity also supports new developments to accommodate population growth through the provision of new parks and reserves.

### HOW WE PAY FOR IT

This service is funded through general rates and fees and charges. Capital improvements are loan funded while the renewal and replacement of assets is funded from the Council's renewal reserves. The replacement value for parks and open spaces assets is \$303m.



### OUR PLANS

Increases in the district's population and visitor numbers will increase demand for parks and open spaces, with greater numbers of people accessing facilities such as Pukekura Park, walkways, recreational spaces and more. New developments and subdivision also creates demand for new parks and open spaces. In *Building a Lifestyle Capital* some key facilities will require improvements to meet both demand and customer expectations. It may require the introduction of some new facilities. Increased numbers also means the Council will need to consider demand for associated infrastructure and services, such as toilets, in high use areas and tourist hotspots.

The Council will continue to promote biodiversity with \$2.3m over the life of the LTP 2018-2028. This will be invested in plant and animal pest control, and habitat enhancement (such as native plants for re-vegetation).

The use of recreational space is changing and diversifying. With people living longer and remaining more active, there are changes in both how facilities are

used and the types of facilities in demand. An ageing population also means there is increased expectation and requirement for accessibility in our parks and open spaces. Changes in technology will impact the way we deliver services, including an expectation of connectivity within parks, demand for real time information, and even virtual parks. Increased automation could increase demand for automated services. It may also mean people have more leisure time available in the future.

Climate change, variable weather patterns, increases in the number of severe weather events and rising sea levels could lead to increased coastal erosion, greater plant growth and potential increase in plant pests and diseases. Changes to legislation and compliance requirements may also impact on how our services are delivered, including costs. Managing these factors is part of long-term planning for the parks and open spaces service.

The Council works with property developers to ensure they provide adequate neighbourhood parks in new developments and subdivisions and that the public has continued access to significant waterways. We will continue to maintain existing parks and open spaces to a high standard, particularly as these facilities and amenities are used more frequently, by a greater number of people.

### CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$15.3m are proposed over the life of the LTP 2018-2028 to improve parks and open spaces, which will also lead to some additional operating costs.

### EFFECTS ON THE COMMUNITY

The parks and open spaces service provides the community with quality recreation and leisure opportunities, access to nature and supports a diverse economy. Many of our parks and open spaces contribute to the ecological welfare of the environment. There are no significant negative effects from this service.

## Parks and Open Spaces

### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We maintain quality district parks, reserves and open spaces.	The percentage of residents satisfied with the quality of the district's parks and reserves, including the Coastal Walkway and Pukekura Park (NRB survey*).	94%	95%	95%	95%	95%
	The percentage of residents satisfied with the quality of the district's urban landscapes and streets (NRB survey*).	93%	95%	95%	95%	95%
	The percentage of residents satisfied with the quality of the district's sports parks (NRB survey*).	97%	95%	95%	95%	95%
	The percentage of residents satisfied with the quality of the district's playgrounds (NRB survey*).	96%	95%	95%	95%	95%
	The percentage of Brooklands Zoo visitors satisfied with the zoo (in-house survey).	90%	90%	90%	90%	90%
We maintain access to the district's parks, reserves and open spaces.	The percentage of households in the district that are within 500 metres of a park, reserve or neighbourhood open space.	76%	71%	71%	71%	71%
We provide quality public toilets across the district.	The percentage of the community satisfied with the quality of the district's public toilets (NRB survey*).	83%	80%	80%	80%	80%

\* All NRB survey targets are excluding 'don't know' responses.



## PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	2018/19 Year 1 (\$m)	2019/20 Year 2 (\$m)	2020/21 Year 3 (\$m)	2021/22 Year 4 (\$m)	2022/23 Year 5 (\$m)	2023/24 Year 6 (\$m)	2024/25 Year 7 (\$m)	2025/26 Year 8 (\$m)	2026/27 Year 9 (\$m)	2027/28 Year 10 (\$m)
Trimble Park to Joe Gibbs Reserve link	0.05									
East End Skate Park	0.06									
Marfell playground new toilet	0.10									
Alternate Coastal Walkway partial realignment NP foreshore	0.10	0.10	0.12	1.30						
Pukekura Park Tea House: exterior renewal	0.15									
Hickford Park new toilet	0.19									
Bellringer Pavilion: changing rooms upgrade	0.20									
New Cremator	0.50									
Pukekura Park terrace refurbishment	0.57									
Kawaroa to Belt Road cliff erosion and seawall		0.11	0.83							
Tongaporutu toilet replacement		0.22								
Mangorei Road end car park		0.93								
Rail safety on Coastal Walkway			2.10							
Parks Fernery Nova House replacement				0.32						
Brooklands Zoo - renewal of free flight enclosure				0.43						
Playground equipment renewal - Kawaroa Park					0.33					
New play space development					0.60					
Brooklands Zoo renewal of outdoor monkey enclosures						0.45				
Colson Road Landfill - recreational development								0.39		

## Parks and Open Spaces

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	13.20	13.76	14.63	15.60	16.42	17.21	17.96	18.26	19.20	19.38	20.01
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Fees and charges	1.73	1.98	2.00	2.03	2.06	2.09	2.12	2.16	2.19	2.23	2.27
Internal charges and overheads recovered	0.24	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>15.17</b>	<b>15.75</b>	<b>16.64</b>	<b>17.64</b>	<b>18.49</b>	<b>19.31</b>	<b>20.10</b>	<b>20.42</b>	<b>21.41</b>	<b>21.63</b>	<b>22.29</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(9.75)	(10.47)	(13.54)	(11.14)	(11.43)	(11.82)	(12.15)	(12.65)	(13.07)	(13.32)	(13.70)
Finance costs	(0.30)	(0.47)	(0.71)	(0.90)	(1.03)	(1.24)	(1.27)	(1.29)	(1.33)	(1.33)	(1.33)
Internal charges and overheads applied	(2.97)	(2.54)	(2.71)	(2.76)	(2.75)	(2.81)	(3.23)	(2.93)	(3.31)	(3.11)	(3.49)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(13.02)</b>	<b>(13.48)</b>	<b>(16.96)</b>	<b>(14.80)</b>	<b>(15.20)</b>	<b>(15.87)</b>	<b>(16.66)</b>	<b>(16.87)</b>	<b>(17.71)</b>	<b>(17.76)</b>	<b>(18.51)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>2.15</b>	<b>2.27</b>	<b>(0.32)</b>	<b>2.84</b>	<b>3.29</b>	<b>3.44</b>	<b>3.44</b>	<b>3.55</b>	<b>3.69</b>	<b>3.86</b>	<b>3.78</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	0.72	-	-	-	-	-	-	-	-
Development and financial contributions	-	0.52	0.81	0.92	0.97	1.04	1.06	1.08	1.07	1.07	1.07
Increase (decrease) in debt	1.07	1.02	3.84	2.74	1.69	0.18	(0.23)	(0.49)	(0.21)	(0.87)	(0.87)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>1.07</b>	<b>1.54</b>	<b>5.37</b>	<b>3.65</b>	<b>2.67</b>	<b>1.22</b>	<b>0.83</b>	<b>0.59</b>	<b>0.87</b>	<b>0.20</b>	<b>0.20</b>

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	(0.47)	(0.01)	(0.85)	(0.43)	(0.88)	(0.24)	(0.71)	(0.45)	(0.44)	(0.21)	(0.14)
- to improve the level of service	(0.59)	(1.71)	(2.32)	(3.82)	(2.54)	(1.84)	(1.06)	(1.07)	(1.49)	(1.12)	(1.14)
- to replace existing assets	(1.63)	(2.91)	(1.34)	(1.73)	(2.20)	(3.15)	(2.17)	(1.50)	(1.35)	(1.43)	(1.20)
(Increase)/decrease in reserves	(0.53)	0.83	(0.54)	(0.51)	(0.34)	0.57	(0.33)	(1.12)	(1.28)	(1.30)	(1.49)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(3.23)</b>	<b>(3.80)</b>	<b>(5.05)</b>	<b>(6.49)</b>	<b>(5.96)</b>	<b>(4.66)</b>	<b>(4.27)</b>	<b>(4.14)</b>	<b>(4.56)</b>	<b>(4.06)</b>	<b>(3.98)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(2.15)</b>	<b>(2.27)</b>	<b>0.32</b>	<b>(2.84)</b>	<b>(3.29)</b>	<b>(3.44)</b>	<b>(3.44)</b>	<b>(3.55)</b>	<b>(3.69)</b>	<b>(3.86)</b>	<b>(3.78)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

Other information to be provided

Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	2.38	2.80	3.06	3.14	3.14	3.37	3.32	3.35	3.60	3.62	3.65
<i>less deferred/unfunded</i>	(0.47)	(0.72)	(0.91)	(0.90)	(0.61)	(0.79)	(0.81)	(0.74)	(0.97)	(0.89)	(0.95)
<b>Net funding transferred to renewals reserves</b>	<b>1.91</b>	<b>2.08</b>	<b>2.14</b>	<b>2.24</b>	<b>2.54</b>	<b>2.58</b>	<b>2.51</b>	<b>2.62</b>	<b>2.64</b>	<b>2.73</b>	<b>2.70</b>

# Transportation

## WHAT WE DO

Enable free, efficient and safe movement of people, goods and services in the district.

- Roads and bridges.
- Kerbs and channels.
- Footpaths and streetlights.
- Cycleways.
- Bus shelters.
- Traffic signs and traffic lights.
- Traffic management.

The Council's transportation service manages a safe and efficient transport network that enables effective movement of people, goods and services around the district. We operate and maintain the district's existing transport network and plan for the future growth and development of the network.

Transportation activities are influenced by a complex mix of policy, legislation and national and regional strategies. We work within this framework to develop, maintain and renew assets in the network and conduct traffic management on all roads except state highways. Our service covers:

- 1,278km of roads.
- 272 bridges.
- 8,039 street lights.
- 11,178 traffic signs.
- Five tunnels.

## WHY WE DO IT

The transportation service supports the Council's strategic vision of *Building a Lifestyle Capital – supporting a prosperous community and putting people first* by providing a transport network that enables cyclists, pedestrians and vehicles to travel throughout the district.

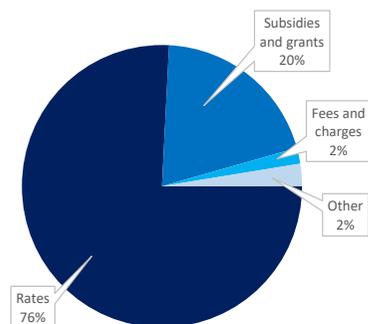


Our service is critical in *supporting a prosperous community - awhi mai, awhi atu, tātou katou*. The Taranaki economy, of which New Plymouth District is an integral part, relies heavily on road transport to move people, goods and services between homes, farms, factories and offices, as well as in and out of the region. Our services support industry and development by providing roads and footpaths that give public access to key industry facilities. The service also supports new developments through the provision of new roads and footpaths.

Maintaining road surfaces and providing traffic management and control systems is essential to community safety and well-being, contributing to *putting people first – aroha ki te tangata*. Streetlights provide night-time safety for all road users, including pedestrians. Well designed and maintained streets also promote community cohesion, providing people with a sense of place and safe public places.

## HOW WE PAY FOR IT

This service is funded through general rates, a uniform annual charge and road user revenue collected and distributed by the New Zealand Transport Agency (NZTA). Capital improvements are loan-funded while the renewal and replacement of assets comes from financial assistance and renewal reserves. The replacement value of roads assets is \$1,367m.



## OUR PLANS

A growing district means an increase in the flow of both goods and people. Increased traffic flows result in increased wear on the roads and other effects, including increased risk of crashes, increases in congestion, and increased user frustration in peak periods—especially on key corridors. As more lifestyle properties are created in rural areas, customers expect improved rural roads. At the same time, there is a greater number of heavy vehicles on these roads, accelerating damage and risk in some places. Roading infrastructure is also impacted by extreme weather events, which are predicted to occur more regularly as a result of climate change.

We know there are limitations to our existing network and that some key and strategic arterial routes will not support future growth. The two one-way systems that are state highways create separation between the central business district and urban New Plymouth. Having a single crossing point over the Waiwhakaiho River via State Highway 3 restricts movement from East to West. New Plymouth also

risks disconnection should the river crossing fail. With population growth expected to result in new subdivisions on urban fringes and more intensive living within New Plymouth’s urban boundary, we will be undertaking network modelling to understand the implications of growth on our network. We will use this research to provide for the movement of people and goods at peak times, ensuring travel time is not adversely affected as the population and economy grows. We will also consider a second crossing of the Waiwhakaiho River and investigate routing options as part of this network modelling.

We have identified some safety issues within New Plymouth, particularly in relation to intersections and schools. New Plymouth poses some topographical challenges for walkers and cyclists and there is a perception that the network is not safe for cycling, which deters both younger and older riders. The community expects a high quality urban footpath and cycleway infrastructure and we want to encourage the use of alternative modes of transport, such as cycling and public transport. We also want to make it safe. In response to population demographic changes and as the expectation for improved alternative transport modes grows, we will invest in cycling/pedestrian facilities and bus services, and improve provisions for mobility scooters, ensuring the network is safe for users of all modes of transport.

We will also continue to maintain and upgrade infrastructure where necessary to keep the network operating, providing additional capacity where needed.

## CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$17.8m are proposed over the life of the LTP 2018-2028.

# Transportation

## EFFECTS ON THE COMMUNITY

Transportation can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
Roadworks and construction can have negative environmental and social effects on the community, including congestion, delays and noise and air pollution. Delays can have economic impacts and road construction can have cultural effects if significant sites are disturbed during activity.	The Council seeks to minimise these effects through robust planning and contractual conditions.
Users of the network are exposed to the risks of crashes and injuries from mistakes, poor infrastructure, inappropriate speeds and risk taking.	We provide high quality infrastructure that users can easily understand and respond to with appropriate user behaviour. We provide education programmes and implement speed and intersection controls that reduce the risk of crashes. We promote respect, tolerance and understanding between user groups and their respective needs and vulnerabilities.



WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide a local roading network that is safe for all road users.	The change from the previous financial year <sup>1</sup> in the number of fatalities and serious injury crashes on the district's local roading network, expressed as a number.	3 <sup>2</sup>	Reducing	Reducing	Reducing	Reducing
We provide good quality district roads.	The average quality of ride on the district's sealed local road network, as measured by smooth travel exposure.	89%	88%	88%	88%	88%
	The percentage of residents satisfied with the overall quality of the district's roads (NRB survey*).	83%	85%	85%	85%	85%
We appropriately maintain the district's sealed roads.	The percentage of the sealed local road network that is resurfaced (target based on reseal cycle of 16.5 years).	3.8%	5.7%	5.7%	5.7%	5.7%
We provide a high quality and safe footpath network.	The percentage of footpaths that meet the levels of service and service standards in current condition surveys, as set out in the Transportation Asset Management Plan.	90.2% good or excellent condition 0.9% failed <sup>3</sup>	More than 90% of footpath length surveyed in good or excellent condition Less than 1% of footpath length recorded as failed	More than 90% of footpath length surveyed in good or excellent condition Less than 1% of footpath length recorded as failed	More than 90% of footpath length surveyed in good or excellent condition Less than 1% of footpath length recorded as failed	More than 90% of footpath length surveyed in good or excellent condition Less than 1% of footpath length recorded as failed

<sup>1</sup> Measured 1 April to 31 March to reflect the delay in data processing.

<sup>2</sup> There were 2.5 DSI (deaths and serious injuries) per 100 million vehicle kilometres travelled.

<sup>3</sup> To align with the new target, this result has been changed from the Annual Report 2016/17.

\* All NRB survey targets are excluding 'don't know' responses.

## Transportation

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We respond to service requests in a timely manner.	The percentage of roading and footpath related customer service requests responded to within target timeframes. <sup>4</sup>	96.8% based on 4,657 customer service requests	95%	95%	95%	95%
We provide a quality and safe cycle network.	The percentage of residents satisfied with the quality and safety of the district's cycle network (NRB Survey*).	88%	85%	85%	85%	85%

<sup>4</sup> Service request timeframes:

- one day for an electrical fault with traffic signals, flooding, diesel spills, chemical spills or a slip to be cleared;
- three days for street lighting faults and potholes;
- five days for traffic counts, bus shelter repairs, road marking enquiries, culvert maintenance, rubbish bins, reinstatement of footpaths and debris in the roadside channel;
- ten days for road surface faults, kerb and channel repairs, new kerb and channel, missing road signs and vegetation clearing.

\* All NRB survey targets are excluding 'don't know' responses.

## PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Cook Street to Discovery Place new road	0.18	0.41								
LED streetlights	2.35									
Extension of the Coastal Walkway to Waitara		1.68	6.87							
Waitaha Stream underpass Area Q				0.43						
Wairau/South Road roundabout Ōākura				0.64						
Airport Drive realignment and intersections				3.22						
Smart Road/SH3 intersection upgrade								3.54		

**FUNDING IMPACT STATEMENT**

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	8.24	9.15	9.63	10.10	10.94	11.21	11.11	11.30	12.02	12.46	12.43
Targeted rates	3.66	3.94	4.23	4.37	4.51	4.65	4.81	4.97	5.14	5.32	5.50
Subsidies and grants for operating purposes	3.81	3.84	3.87	4.27	3.96	4.03	4.11	4.18	4.26	4.35	4.44
Fees and charges	0.36	0.34	0.35	0.35	0.36	0.37	0.38	0.39	0.40	0.41	0.42
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53
<b>Total operating funding (A)</b>	<b>16.60</b>	<b>17.81</b>	<b>18.60</b>	<b>19.62</b>	<b>20.30</b>	<b>20.80</b>	<b>20.93</b>	<b>21.37</b>	<b>22.35</b>	<b>23.06</b>	<b>23.31</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(8.85)	(9.02)	(9.04)	(9.89)	(9.36)	(9.56)	(9.78)	(10.01)	(10.51)	(10.77)	(11.04)
Finance costs	(1.41)	(1.14)	(1.08)	(1.11)	(1.29)	(1.44)	(1.40)	(1.35)	(1.44)	(1.43)	(1.42)
Internal charges and overheads applied	(0.92)	(2.41)	(2.41)	(2.46)	(2.56)	(2.55)	(2.62)	(2.72)	(2.74)	(2.79)	(2.91)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(11.18)</b>	<b>(12.56)</b>	<b>(12.53)</b>	<b>(13.45)</b>	<b>(13.21)</b>	<b>(13.55)</b>	<b>(13.81)</b>	<b>(14.08)</b>	<b>(14.69)</b>	<b>(14.99)</b>	<b>(15.36)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>5.42</b>	<b>5.25</b>	<b>6.08</b>	<b>6.16</b>	<b>7.09</b>	<b>7.24</b>	<b>7.12</b>	<b>7.29</b>	<b>7.66</b>	<b>8.07</b>	<b>7.95</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	4.72	6.04	5.94	8.41	6.99	5.24	6.55	5.37	7.31	5.64	5.79
Development and financial contributions	0.28	0.29	0.46	0.51	0.55	0.58	0.60	0.61	0.60	0.60	0.60
Increase (decrease) in debt	4.72	1.75	1.02	0.88	2.55	0.82	1.08	0.79	2.40	0.56	0.66
Gross proceeds from sale of assets	(0.04)	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>9.68</b>	<b>8.08</b>	<b>7.41</b>	<b>9.80</b>	<b>10.09</b>	<b>6.64</b>	<b>8.22</b>	<b>6.76</b>	<b>10.31</b>	<b>6.80</b>	<b>7.05</b>

## Transportation

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	(0.85)	(0.46)	(0.42)	(0.47)	(2.23)	(0.49)	(0.62)	(0.50)	(3.34)	(0.53)	(0.54)
- to improve the level of service	(2.72)	(3.61)	(3.12)	(2.90)	(4.56)	(3.08)	(3.64)	(3.17)	(3.96)	(3.33)	(3.42)
- to replace existing assets	(7.95)	(9.59)	(10.17)	(15.50)	(9.53)	(9.19)	(11.11)	(9.45)	(9.68)	(9.91)	(10.17)
(Increase)/decrease in reserves	(3.57)	0.33	0.22	2.91	(0.85)	(1.13)	0.02	(0.93)	(0.99)	(1.09)	(0.87)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(15.10)</b>	<b>(13.33)</b>	<b>(13.49)</b>	<b>(15.97)</b>	<b>(17.18)</b>	<b>(13.88)</b>	<b>(15.35)</b>	<b>(14.05)</b>	<b>(17.97)</b>	<b>(14.87)</b>	<b>(15.00)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(5.42)</b>	<b>(5.25)</b>	<b>(6.08)</b>	<b>(6.16)</b>	<b>(7.09)</b>	<b>(7.24)</b>	<b>(7.12)</b>	<b>(7.29)</b>	<b>(7.66)</b>	<b>(8.07)</b>	<b>(7.95)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	10.47	11.72	12.81	13.17	13.19	14.14	13.95	14.08	15.13	15.20	15.33
<i>less deferred/unfunded</i>	(5.07)	(6.83)	(7.76)	(7.98)	(7.15)	(7.98)	(7.98)	(7.97)	(8.82)	(8.66)	(8.88)
<b>Net funding transferred to renewals reserves</b>	<b>5.39</b>	<b>4.89</b>	<b>5.05</b>	<b>5.19</b>	<b>6.04</b>	<b>6.16</b>	<b>5.96</b>	<b>6.11</b>	<b>6.31</b>	<b>6.53</b>	<b>6.45</b>

# Stormwater Management

**WHAT WE DO**  
Manage and maintain the stormwater network.

- Pipes, inlets and outlets.
- Detention ponds and wetlands.

Stormwater is rainwater that flows from surfaces like roofs, gardens, footpaths and roads. The Council's stormwater drainage schemes collect, manage and dispose of stormwater run-off from around 6,600 hectares of urban area in the district, covering New Plymouth, Bell Block, Waitara, Inglewood, Urenui, Onaero, Lepperton, Egmont Village, Ōākura and Okato.

We operate and maintain 298 kilometres of stormwater pipes and a number of detention areas and engineered wetlands to help manage stormwater in the district.

### WHY WE DO IT

An inadequate stormwater system can lead to ponding which can damage property, pose risks to people's safety and create inflow into wastewater pipes leading to wastewater overflows to the environment. Our service manages stormwater run-off in urban areas by ensuring there is a consistent standard of design and protection to reduce these risks.

The stormwater management service supports the Council's strategic vision of *Building a Lifestyle Capital – putting people first, caring for our place, and supporting a prosperous community.*



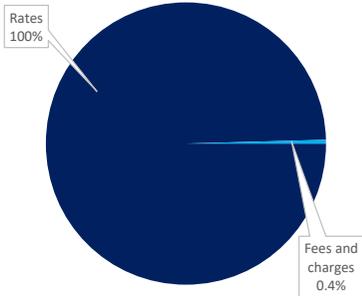
Managing stormwater contributes to *putting people first - aroha ki te tangata*, by protecting people and property from the effects of stormwater run-off and localised flooding after a significant rainfall event.

Effective stormwater management contributes to *caring for our place - manaaki whenua, manaaki tangata, haere whakamua* by also protecting our natural resource.

Our planning for future challenges, such as an increased rainfall and climate change supports a *prosperous community - awhi mai, awhi atu, tātou katoa* in the district by minimising potential risks to property and industry. Our stormwater activity also accommodates development for population growth through providing new stormwater systems.

### HOW WE PAY FOR IT

This service is funded through general rates. Capital improvements are loan-funded while the renewal and replacement of assets comes from the Council's renewal reserves. The replacement value of stormwater assets is \$233.6m.



# Stormwater Management

## OUR PLANS

Population growth in the district means urban areas are expanding, resulting in greater amount of paved area such as roads. An increase in the area of paved land, as opposed to free draining grass or pasture, means an increase in storm water run-off, which has the potential to overwhelm existing stormwater pipes and increase the risk of flooding. Taranaki is predicted to experience an increase in rainfall and high intensity storms as the result of climate change, which will also put pressure on our existing storm water systems. We know that in severe storms, flooding can make life difficult for people and businesses. It is important that our stormwater systems can reliably manage increased run-off so that the scale of any flooding event is minimised.

The District Plan limits the total area of land that can be covered with a house within a property. It also requires all stormwater generated on a property to be disposed of on-site. The Council works with property developers to ensure new subdivisions take into account the overland flow paths of stormwater prior to development. We are also investing in modelling to better understand stormwater and predict the effects of flooding in the district, to identify options for improving stormwater systems in those areas that need it. We will use this information to develop a series of stormwater catchment management plans which will identify where development is risky and which techniques and options will be most effective in minimising future flooding.

## CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$10.1m are proposed over the life of the LTP 2018-2028, including Waitara stormwater upgrades and installation of fish passes.

## EFFECTS ON THE COMMUNITY

Stormwater management can have a range of effects on the community. Many of the positive effects are outlined in the section “why we do it”. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
Heavy rain has the potential to overwhelm stormwater systems and affect community well-being. Discharge of polluted stormwater into waterways could also harm the environment.	We reduce this risk by ensuring a consistent standard of design and level of protection.



### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide a stormwater management system that protects people and property.	The number of flooding events in the district per financial year.	0	0	0	0	0
	The number of habitable floors affected in each flooding event (per 1,000 properties connected to the Council's stormwater system)	0	1 or less	1 or less	1 or less	1 or less
We comply with all resource consents for discharges from our stormwater system.	The number of abatement notices, infringement notices, enforcement orders and convictions received.	0	0	0	0	0
We respond to service requests in a timely manner.	The median response time to a flooding event (from the time that the Council receives notification to the time service personnel reach the site).	0.34 hours	one hour	one hour	one hour	one hour
Customers are satisfied with the performance of our stormwater system.	The number of complaints received about the performance of the Council's stormwater system (per 1,000 properties connected).	3.13	7 or less	7 or less	7 or less	8 or less

### PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Waitara stormwater upgrades		0.51	1.05	2.15	2.20	2.25	0.92			
Stormwater Master Plan			1.47							
Mangaotuku stormwater upgrades			3.58							

# Stormwater Management

## FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	1.76	1.31	1.34	1.82	2.12	2.42	2.66	2.76	2.89	2.92	2.84
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>1.77</b>	<b>1.32</b>	<b>1.35</b>	<b>1.83</b>	<b>2.13</b>	<b>2.43</b>	<b>2.67</b>	<b>2.77</b>	<b>2.90</b>	<b>2.93</b>	<b>2.85</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(0.61)	(0.63)	(0.64)	(0.76)	(0.67)	(0.69)	(0.75)	(0.76)	(0.84)	(0.91)	(0.93)
Finance costs	(0.13)	(0.15)	(0.17)	(0.48)	(0.60)	(0.78)	(0.88)	(0.90)	(0.85)	(0.81)	(0.77)
Internal charges and overheads applied	(0.40)	(0.17)	(0.16)	(0.17)	(0.14)	(0.13)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(1.14)</b>	<b>(0.95)</b>	<b>(0.98)</b>	<b>(1.42)</b>	<b>(1.41)</b>	<b>(1.61)</b>	<b>(1.77)</b>	<b>(1.81)</b>	<b>(1.84)</b>	<b>(1.86)</b>	<b>(1.85)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>0.62</b>	<b>0.36</b>	<b>0.37</b>	<b>0.42</b>	<b>0.72</b>	<b>0.82</b>	<b>0.91</b>	<b>0.97</b>	<b>1.06</b>	<b>1.07</b>	<b>0.99</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	0.20	0.32	0.36	0.38	0.40	0.41	0.42	0.42	0.42	0.42
Increase (decrease) in debt	-	(0.21)	0.19	5.70	1.92	1.42	1.38	(0.01)	(1.01)	(0.99)	(0.93)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>(0.01)</b>	<b>0.51</b>	<b>6.06</b>	<b>2.30</b>	<b>1.83</b>	<b>1.79</b>	<b>0.41</b>	<b>(0.59)</b>	<b>(0.58)</b>	<b>(0.51)</b>

## Stormwater Management

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	(0.05)	(0.05)	(0.07)	(1.55)	(0.16)	(0.16)	(0.16)	(0.11)	(0.08)	(0.08)	(0.08)
- to improve the level of service	(0.05)	(0.05)	(0.55)	(4.66)	(2.44)	(2.17)	(2.22)	(0.95)	(0.06)	(0.07)	(0.07)
- to replace existing assets	(0.11)	(0.21)	(0.22)	(0.33)	(0.33)	(0.23)	(0.24)	(0.24)	(0.25)	(0.25)	(0.26)
(Increase)/decrease in reserves	(0.41)	(0.04)	(0.05)	0.06	(0.09)	(0.09)	(0.08)	(0.08)	(0.08)	(0.09)	(0.08)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(0.62)</b>	<b>(0.36)</b>	<b>(0.89)</b>	<b>(6.48)</b>	<b>(3.02)</b>	<b>(2.65)</b>	<b>(2.70)</b>	<b>(1.38)</b>	<b>(0.47)</b>	<b>(0.49)</b>	<b>(0.49)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(0.62)</b>	<b>(0.36)</b>	<b>(0.37)</b>	<b>(0.42)</b>	<b>(0.72)</b>	<b>(0.82)</b>	<b>(0.91)</b>	<b>(0.97)</b>	<b>(1.06)</b>	<b>(1.07)</b>	<b>(0.99)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	1.66	2.47	2.70	2.78	2.78	2.98	2.94	2.96	3.18	3.20	3.22
<i>less deferred/unfunded</i>	(1.04)	(2.21)	(2.43)	(2.50)	(2.46)	(2.65)	(2.62)	(2.64)	(2.85)	(2.85)	(2.88)
<b>Net funding transferred to renewals reserves</b>	<b>0.62</b>	<b>0.26</b>	<b>0.27</b>	<b>0.27</b>	<b>0.32</b>	<b>0.32</b>	<b>0.31</b>	<b>0.32</b>	<b>0.33</b>	<b>0.34</b>	<b>0.34</b>

# Flood Protection and Control Works

## WHAT WE DO

Reduce flood risk to urban areas in the district.

- Flood protection dams.
- Diversion tunnels.

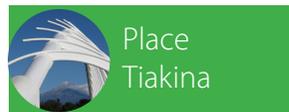
The Council's flood protection and control works service provides flood protection systems to urban areas in the New Plymouth District. We monitor and maintain three flood protection dams and diversion tunnels.

## WHY WE DO IT

The flood protection and control works service supports the Council's strategic vision of *Building a Lifestyle Capital - putting people first, caring for our place, and supporting a prosperous community*.



People  
He Tangata



Place  
Tiakina



Prosperity  
Āwhina

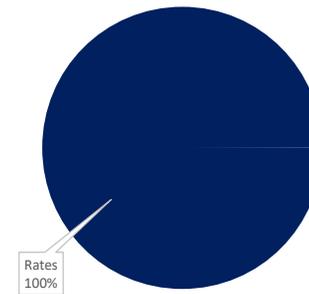
Reducing flood risk promotes *putting people first - Aroha ki te tangata* through protecting people and property from the effects of flooding from rivers and streams in severe storm events, enabling residents to continue with their daily lives after a significant rainfall event.

Reducing flood risk helps the Council in *supporting a prosperous community - awhi mai, awhi atu, tātou katoa* by protecting businesses and industry from flood risk, including through the Huatoki dam scheme reducing flood impacts on the central business district.

Our flood protection and control works also protect our natural environment and outdoor lifestyle opportunities, promoting *Caring for our place - manaaki whenua, manaaki tangata, haere whakamua*.

## HOW WE PAY FOR IT

The service is funded through general rates. Capital improvements are loan-funded while the renewal and replacement of assets come from renewal reserves. The replacement value of flood protection assets is \$18.4m.



## OUR PLANS

The Council will continue to maintain flood protection schemes and assets in the district.

The Ministry for the Environment climate change predictions suggest Taranaki will experience an increase in the number and severity of storms.

The District Plan deters property development in identified flood hazard areas in the district to minimise the impact of flooding on people and property.

## CHANGES TO LEVELS OF SERVICE

There are no proposed changes to levels of service over the life of the LTP 2018-2028.

**EFFECTS ON THE COMMUNITY**

Flood protection and control works can have a range of effects on the community. Many of the positive effects are outlined in the section “why we do it”. Potential negative effects are identified in the following table.

Effect	How the Council Intends to Mitigate the Effect
In severe storms, flood water has the potential to overwhelm flood protection infrastructure and harm people and buildings.	To reduce this risk, we take the probability of severe storm events into account when designing the capacity of the protection systems.  We also identify at-risk flood areas, taking steps to manage development in these areas.

**WHAT YOU CAN EXPECT FROM US**

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We effectively maintain the Council’s flood protection and control works.	Major flood protection and control works are maintained, repaired and renewed in accordance with the Asset Management Plan and annual works programme.	Achieved	Achieved	Achieved	Achieved	Achieved

# Flood Protection and Control Works

## FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	0.14	0.13	0.14	0.11	0.12	0.12	0.20	0.20	0.23	0.28	0.28
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>0.14</b>	<b>0.13</b>	<b>0.14</b>	<b>0.11</b>	<b>0.12</b>	<b>0.12</b>	<b>0.20</b>	<b>0.20</b>	<b>0.23</b>	<b>0.28</b>	<b>0.28</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(0.06)	(0.07)	(0.08)	(0.04)	(0.04)	(0.04)	(0.12)	(0.13)	(0.15)	(0.20)	(0.21)
Finance costs	(0.02)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Internal charges and overheads applied	(0.06)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(0.14)</b>	<b>(0.10)</b>	<b>(0.10)</b>	<b>(0.07)</b>	<b>(0.07)</b>	<b>(0.07)</b>	<b>(0.15)</b>	<b>(0.16)</b>	<b>(0.18)</b>	<b>(0.23)</b>	<b>(0.24)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>-</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.05</b>	<b>0.04</b>	<b>0.04</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0.01)</b>							

## Flood Protection and Control Works

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	(0.02)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
(Increase)/decrease in reserves	-	-	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>-</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.04)</b>							
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>-</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.05)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.05)</b>	<b>(0.05)</b>	<b>(0.05)</b>	<b>(0.05)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.11	0.12	0.13	0.14	0.14	0.15	0.14	0.15	0.16	0.16	0.16
<i>less deferred/unfunded</i>	(0.11)	(0.09)	(0.10)	(0.11)	(0.10)	(0.11)	(0.11)	(0.11)	(0.12)	(0.12)	(0.12)
<b>Net funding transferred to renewals reserves</b>	<b>-</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>	<b>0.04</b>	<b>0.03</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>

# Waste Management and Minimisation

## WHAT WE DO

Kerbside collection and waste minimisation.

- Waste and recycling collection.
- Transfer stations.
- Landfill.
- Resource recovery.
- Education.

The waste management and minimisation service includes waste and recycling collection from households and schools within defined areas of the district. Our kerbside collection includes mixed recyclables, glass and solid waste. We also operate four transfer stations, the Colson Road Regional Landfill and the New Plymouth Resource Recovery Facility (which includes a transfer station run by a private operator).

The service collects around 7,000 tonnes of solid waste and 5,000 tonnes of recyclable materials from more than 27,900 residential premises each year. Our transfer stations and the Resource Recovery Facility handle non-hazardous solid waste, including around 1,000 tonnes of green waste, 800 tonnes of recyclable materials and 16,000 tonnes of solid waste per year. The Resource Recovery Facility also accepts 2,300 tonnes of recycling from the Stratford and South Taranaki districts.

The Colson Road Regional Landfill takes around 45,000 tonnes of waste from the New Plymouth, Stratford and South Taranaki districts annually, disposing of it to an environmentally acceptable standard. We also promote waste minimisation, delivering educational programmes to businesses and schools across the district.

## WHY WE DO IT

The waste management and minimisation service supports the Council's strategic vision *Building a Lifestyle Capital – caring for our place, putting people first, and supporting a prosperous community* by ensuring household and business waste is collected and disposed of without significant impact on the environment and public health.



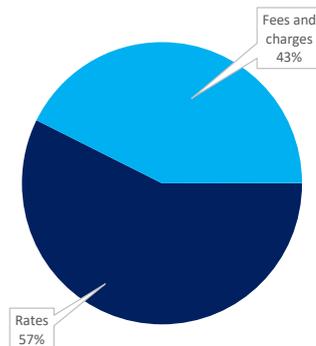
Encouraging waste minimisation and better waste management practices reduces the amount of waste going to landfill. This supports *caring for our place - manaaki whenua, manaaki tangata, haere whakamua*. It protects our environment for future generations through sustainable management of waste.

Our waste management and minimisation service, particularly our kerbside collection service, is also about *putting people first - aroha ki te tangata* as it provides an easy and convenient disposal service for our community.

The solid waste service also enables businesses to dispose of their waste, contributing to *supporting a prosperous community - awhi mai, awhi atu, tātou katoa*. There are also opportunities for businesses to provide complementary services to those of the Council, enabling new business opportunities. The kerbside collection area is reviewed to accommodate new development for population growth.

### HOW WE PAY FOR IT

This service is funded through a uniform annual charge, the sale of designated bags for excess refuse, and by user charges at transfer stations and landfills. Capital improvements are funded from development reserves while the renewal and replacement of assets is funded from the Council's renewal reserves. The replacement value of solid waste assets is \$16.9m.



### OUR PLANS

New Plymouth's growing population will potentially result in an increasing volume of waste going to landfill. The Colson Road regional landfill is expected to close in 2019. A new central landfill is being built, jointly funded by New Plymouth, Stratford and South Taranaki district councils.

New Plymouth's waste will be transported to the new landfill once Colson Road closes, which will result in increased transportation costs.

The community has expressed a strong desire for the New Plymouth District Council to lead a reduction in waste in the region to reduce the cost of waste disposal and potential harm to the environment, and to improve how we use resources. As a result, we have adopted the aspirational goal of Zero Waste for the district.

In mid 2017, we reviewed and consulted with the community on our Waste Management and Minimisation Plan. The plan includes a number of options for working toward a vision of Zero Waste. The key goals for the next six years are to:

- Maximise opportunities to reduce levels of waste sent to the landfill.
- Reduce the harmful and costly effects of waste.
- Make more efficient use of resources by reducing, reusing and recycling unwanted materials.

We want to meet waste reduction targets by implementing plans to reduce the volume of waste per capita going to landfill. With research indicating a link between volumes of waste going to landfill and economic performance, we also want to ensure an increase in the region's economic performance does not result in an unacceptable increase in the volume of waste ending up in landfill.

### CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$7.1m and operating costs of \$17.8m are proposed over the life of the LTP 2018-2028 to deliver on the Waste Management and Minimisation Plan which was adopted in November 2017.

## Waste Management and Minimisation

### EFFECTS ON THE COMMUNITY

Waste management and minimisation can have a range of effects on the community. Many of the positive effects are outlined in the section “why we do it”. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
The disposal of solid waste in landfills has the potential to release substances including greenhouse gases and leachate, causing harm to the environment and community.	Firstly we aim to divert materials from landfill. When landfilled we minimise such negative effects through robust practices such as compacting and covering of landfill waste daily and ensuring the landfill is lined to capture and treat leachate from the landfill.

### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We encourage district wide waste minimisation.	The reduction in landfill waste generated per household (measured as a year on year percentage).	29% decrease from 2015/16 to 2016/17	1%	10%	1%	5%
We comply with all resource consents related to solid waste collection and management.	The number of abatement notices, infringement notices, enforcement orders, and convictions received.	0	0	0	0	0
Customers are satisfied with our solid waste collection and management service.	The number of complaints about the Council’s solid waste service received (per 1,000 customers).	1.3	3 or less	3 or less	3 or less	3 or less

**PROJECTS**

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Resource Recovery Facility	2.39									
Central Landfill	10.09									
Colson Road Landfill closure works		0.98								
Establish commercial and industrial material recovery facility			3.54							
Transfer Station location						0.56				



## Waste Management and Minimisation

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	-	2.43	3.54	3.13	3.22	3.11	3.14	3.59	3.77	3.74	3.74
Targeted rates	3.13	3.77	5.06	5.25	5.37	5.47	5.61	5.79	5.88	6.02	6.19
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	6.54	6.20	6.13	6.27	6.16	6.31	6.48	6.65	6.83	7.02	7.22
Internal charges and overheads recovered	0.93	0.75	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.59
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>10.60</b>	<b>13.15</b>	<b>15.33</b>	<b>15.24</b>	<b>15.35</b>	<b>15.49</b>	<b>15.82</b>	<b>16.62</b>	<b>17.07</b>	<b>17.38</b>	<b>17.74</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(7.10)	(9.92)	(11.70)	(10.75)	(10.80)	(10.98)	(11.27)	(11.85)	(12.41)	(12.70)	(13.01)
Finance costs	(0.04)	(0.06)	(0.07)	(0.26)	(0.25)	(0.29)	(0.32)	(0.31)	(0.30)	(0.29)	(0.29)
Internal charges and overheads applied	(0.65)	(2.51)	(2.52)	(2.57)	(2.74)	(2.73)	(2.80)	(2.91)	(2.92)	(2.98)	(3.10)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(7.79)</b>	<b>(12.50)</b>	<b>(14.30)</b>	<b>(13.58)</b>	<b>(13.79)</b>	<b>(13.99)</b>	<b>(14.38)</b>	<b>(15.07)</b>	<b>(15.63)</b>	<b>(15.98)</b>	<b>(16.40)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>2.81</b>	<b>0.66</b>	<b>1.03</b>	<b>1.66</b>	<b>1.55</b>	<b>1.50</b>	<b>1.44</b>	<b>1.55</b>	<b>1.44</b>	<b>1.40</b>	<b>1.35</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	(0.03)	(0.04)	3.54	(0.16)	(0.16)	0.45	(0.17)	(0.13)	(0.20)	(0.18)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>(0.03)</b>	<b>(0.04)</b>	<b>3.54</b>	<b>(0.16)</b>	<b>(0.16)</b>	<b>0.45</b>	<b>(0.17)</b>	<b>(0.13)</b>	<b>(0.20)</b>	<b>(0.18)</b>

## Waste Management and Minimisation

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	(1.21)	-	-	(3.60)	(0.05)	(0.05)	(0.66)	(0.06)	(0.12)	(0.06)	(0.06)
- to replace existing assets	(4.50)	(12.56)	(1.06)	(0.13)	(0.09)	(0.09)	(0.09)	(0.09)	(0.09)	(0.10)	(0.10)
(Increase)/decrease in reserves	2.90	11.94	0.08	(1.48)	(1.25)	(1.20)	(1.13)	(1.23)	(1.09)	(1.05)	(1.01)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(2.81)</b>	<b>(0.62)</b>	<b>(0.98)</b>	<b>(5.20)</b>	<b>(1.39)</b>	<b>(1.34)</b>	<b>(1.88)</b>	<b>(1.38)</b>	<b>(1.30)</b>	<b>(1.20)</b>	<b>(1.17)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(2.81)</b>	<b>(0.66)</b>	<b>(1.03)</b>	<b>(1.66)</b>	<b>(1.55)</b>	<b>(1.50)</b>	<b>(1.44)</b>	<b>(1.55)</b>	<b>(1.44)</b>	<b>(1.40)</b>	<b>(1.35)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.28	0.95	1.03	1.06	1.06	1.14	1.13	1.14	1.22	1.22	1.23
<i>less deferred/unfunded</i>	-	(0.52)	(0.64)	(0.39)	(0.47)	(0.57)	(0.53)	(0.47)	(0.65)	(0.65)	(0.66)
<b>Net funding transferred to renewals reserves</b>	<b>0.28</b>	<b>0.43</b>	<b>0.40</b>	<b>0.67</b>	<b>0.59</b>	<b>0.57</b>	<b>0.59</b>	<b>0.67</b>	<b>0.57</b>	<b>0.57</b>	<b>0.58</b>

# Water Supply

## WHAT WE DO

Provide a safe, reliable supply of fresh water.

- Treatment plants.
- Storage facilities.
- Pump stations.
- Pipe network.
- Firefighting supply.

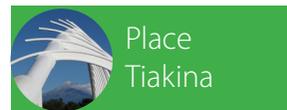
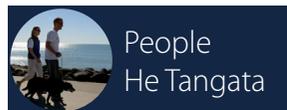
The Council's water supply service treats and distributes water that we source from groundwater bores and rivers in the district. We develop, operate and maintain water treatment plants to meet water quality standards. We also manage pump stations, pipe networks and storage facilities such as reservoirs to ensure our community has a reliable and sustainable supply of fresh water.

There are four separate water supplies in the district: New Plymouth (includes Omata, Bell Block, Waitara and Urenui), Inglewood, Ōākura and Okato. Combined, these facilities supply approximately 28 million litres of water per day to just under 28,000 households and businesses in defined urban and rural areas.

We ensure our water supply complies with the New Zealand Drinking Water Standards and that it is used sustainably, particularly when demand is high. We also make sure there is water available for firefighting in urban areas.

## WHY WE DO IT

The water supply service supports the Council's strategic vision of *Building a Lifestyle Capital – supporting a prosperous community, putting people first and caring for our place.*



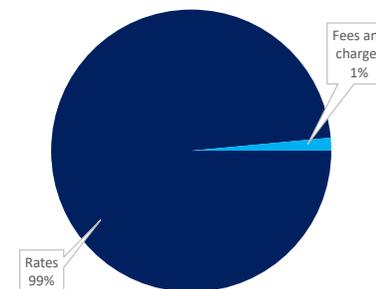
A reliable water supply contributes to *supporting a prosperous community - awhi mai, awhi atu, tātou katoa* as it is critical to many business operations and supports a diverse range of industries in the district. Our continued investment in resilient water supply infrastructure supports industry and development for all of our communities.

Water supply contributes to *putting people first – aroha ki te tangata* by providing connected properties with a safe, reliable and affordable water supply, and ensuring an adequate supply for urban firefighting.

Managing our water resources contributes to *caring for our place - manaaki whenua, manaaki tangata, haere whakamua* through ensuring compliance with resource consents for water takes and managing our water resources more sustainably for future generations.

## HOW WE PAY FOR IT

This service is funded through a uniform annual charge, by water meter charges and by restricted flow tariffs. Capital improvements are funded by loans, while the renewal and replacement of assets is funded from renewal reserves. The replacement value of assets is \$294m.



### OUR PLANS

New Plymouth residents consume 30 per cent more water per person, per day than the national average. Coupled with a growing population and expanding urban area, demand for water from the Waiwhakaiho River is expected to exceed the amount of water available for supply within the next 15 years. Ministry for the Environment assumptions suggest that by 2090, the amount of time Taranaki spends in drought could more than double. Growing numbers of visitors to the district could also put pressure on demand with most tourists visiting during the summer months when we are more affected by prolonged periods of dry weather.

We plan to take a lead in water sustainability. We know we need to invest in water infrastructure to allow new areas of our district to be developed. We also know some of our older asbestos cement mains are reaching the end of their useful life and we need to upgrade some of our existing infrastructure to make sure that it can keep up with demand and Firefighting Code of Practice requirements. We know we want to supply consistently high quality water right across our district, improving issues such as Inglewood's water discolouration. We know that at current consumption rates, we will need to find an additional supply of water at significant capital cost to the community, or find ways to reduce water consumption in the district.

We are developing a Water Master Plan that makes provision for new infrastructure to service future growth and includes projects to improve flow rates to meet firefighting standards. The plan will provide for changes to consent conditions or limits set by the Taranaki Regional Council. We will also invest in water network information models to help us better understand the implications of growth and the benefits of particular system improvements and investment options. Options we are exploring include altering water pressure in some areas, applying water restrictions during dry periods, investing in the underground pipe network, increasing storage in reservoirs and Lake Mangamahoe, as well as finding alternative water sources.

Greater awareness of water consumption is key to supporting households in making changes to their water use habits. We will continue to educate our community on ways to save water. We also plan to introduce voluntary residential water metering to create greater awareness of water usage and give ratepayers the option of paying for only the water they use. The amount of Council investment required in the water supply service and the timing of that investment will depend on the rate of population growth in the district, and on how successful we are in reducing residential water consumption across our communities.

Following ex-cyclone Gita and a review of resilience an additional \$13.5m of resilience improvement capital expenditure is included in this LTP.

### CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$47.5m are proposed over the life of the LTP 2018-2028 to deliver on the Water Master Plan.

Water meters are proposed for years five to seven to provide customers with the option of voluntary meter charges. This will be the subject of further consultation in the LTP 2021-2031.

A Water Education Officer will deliver a targeted education programme to drive behaviour change to deliver water conservation measures.

## Water Supply

### EFFECTS ON THE COMMUNITY

Water supply can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
Extracting water from streams and underground aquifers can reduce the amount of water available for future use.	We minimise the amount of water we abstract by operating demand management measures such as water restrictions during dry periods, by reducing pressure to minimise leakage and consumption, by promoting efficient water use, and by regular inspection and maintenance of pipework.

### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide water that is safe to drink.	Our level of compliance with Part 4 of the Drinking-water Standards (bacteria compliance criteria).	Full compliance	Full compliance	Full compliance	Full compliance	Full compliance
	Our level of compliance with Part 5 of the Drinking-water Standards (protozoal compliance criteria).	Full compliance	Full compliance	Full compliance	Full compliance	Full compliance
We maintain the reticulated water network in good condition.	The percentage of real water loss from the Council's networked reticulation system. <sup>2</sup>	28.7%	25% or less	25% or less	25% or less	25% or less

<sup>2</sup> Water loss calculation: We calculate the percentage of water loss by dividing the annual volume of water loss by the total amount of treated water supplied for the year (obtained from water meter records from the Water Treatment Plant). To calculate the annual volume of water loss, we determine the minimum night flow (the average flow between 2am and 4am for the lowest 20 days of the year divided by the number of connections) and subtract the legitimate night usage per property (assumed to be six litres per property per hour). The difference is the estimated volume of water loss per property.

To get the annual volume of water loss, we multiply the estimated volume of water loss per property by the number of connections, and then multiply that figure by 365.

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We respond to faults and unplanned interruptions to the water supply network in a timely manner.	The median response time to urgent callouts (from the time that the Council receives notification to the time that service personnel reach the site).	0.36	1 hour or less			
	The median resolution time for urgent callouts (from the time the Council receives notification, to the time that service personnel confirm resolution of the fault or interruption).	1.87	4 hours or less for mains < 250 dia	4 hours or less for mains < 250 dia	4 hours or less for mains < 250 dia	4 hours or less for mains < 250 dia
		No call outs	8 hours or less for mains ≥ 250 dia	8 hours or less for mains ≥ 250 dia	8 hours or less for mains ≥ 250 dia	8 hours or less for mains ≥ 250 dia
	The median response time to non-urgent callouts (from the time the Council receives notification to the time that service personnel reach the site).	18.79	24 hours or less			
	The median resolution time for non-urgent callouts (from the time the Council receives notification to the time that service personnel confirm resolution of the fault or interruption).	26.3	48 hours or less			
Customers are satisfied with our water supply service.	The total number of complaints (per 1,000 connections) received about any of the following: <ul style="list-style-type: none"> <li>drinking water clarity, taste, or odour;</li> <li>drinking water pressure or flow;</li> <li>continuity of supply; and</li> <li>the Council's response to any of these issues.</li> </ul>	7.8	10 or less	10 or less	10 or less	10 or less
We manage demand to minimise the impact of water supply activities on the environment.	The average consumption of drinking water per day per resident within New Plymouth District.	335 litres per day	315 litres per day	315 litres per day	315 litres per day	300 litres per day
	The number of abatement notices, infringement notices enforcement orders, and convictions received.	0	0	0	0	0

## Water Supply

### PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Pump station upgrades	0.18	0.19								
Pipe bridge upgrades	0.20	0.21	0.21	0.43	0.44	0.45				
Flow metering	0.25	0.26	0.26	0.54	0.55					
Resource consent renewals water	0.31									
WTP sludge disposal	0.38									
Supply zone isolations	0.40	0.26								
Backflow prevention and laterals	0.50	0.51	0.53	0.54						
NP WTP Intake Fish Screen	0.76									
Mountain Road and Henwood Road reservoirs	3.94	3.50								
Air relief valves		0.21	0.21	0.21						
Water pump station - Upper Carrington growth area		0.31								
Reservoirs 1 and 2 modifications and pipe configuration		0.31	0.74	1.18						
Reservoir inlets and outlets		0.62	0.47							
Ōākura Water Treatment Plant upgrade		1.54								
Ōākura reservoir seismic strengthening			0.19							
NP WTP and Junction Road residence and Crematorium			0.21							
NP WTP welfare modifications			0.21							
Pumped potable water supply extension to Dudley Road			0.24							
Duplicate WTP outlet and central feeder			4.18							
New water source				3.22					13.29	13.63
Eastern feeder stage 1				3.47						
Universal water metering					4.86	5.08	5.26			
Eastern feeder stage 2						1.74	1.78			

## FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	10.82	11.59	12.34	13.26	14.30	15.23	15.94	16.50	16.88	17.63	18.88
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	0.32	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>11.14</b>	<b>11.81</b>	<b>12.57</b>	<b>13.49</b>	<b>14.53</b>	<b>15.46</b>	<b>16.17</b>	<b>16.73</b>	<b>17.10</b>	<b>17.85</b>	<b>19.11</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(3.31)	(3.91)	(4.15)	(4.30)	(4.43)	(4.53)	(4.72)	(4.77)	(4.89)	(5.01)	(5.13)
Finance costs	(1.75)	(1.67)	(1.92)	(2.16)	(2.50)	(3.04)	(3.29)	(3.52)	(3.32)	(3.92)	(4.52)
Internal charges and overheads applied	(2.47)	(2.74)	(2.80)	(2.84)	(2.94)	(2.96)	(3.02)	(3.10)	(3.14)	(3.21)	(3.30)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(7.54)</b>	<b>(8.33)</b>	<b>(8.88)</b>	<b>(9.30)</b>	<b>(9.86)</b>	<b>(10.53)</b>	<b>(11.02)</b>	<b>(11.39)</b>	<b>(11.34)</b>	<b>(12.13)</b>	<b>(12.95)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>3.60</b>	<b>3.48</b>	<b>3.69</b>	<b>4.18</b>	<b>4.66</b>	<b>4.93</b>	<b>5.15</b>	<b>5.34</b>	<b>5.76</b>	<b>5.72</b>	<b>6.16</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	0.28	0.29	0.46	0.52	0.55	0.59	0.60	0.61	0.61	0.61	0.61
Increase (decrease) in debt	4.06	6.17	6.65	6.10	8.14	3.46	4.35	4.22	(3.21)	10.19	10.23
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>4.34</b>	<b>6.46</b>	<b>7.11</b>	<b>6.62</b>	<b>8.69</b>	<b>4.05</b>	<b>4.95</b>	<b>4.84</b>	<b>(2.60)</b>	<b>10.80</b>	<b>10.84</b>

## Water Supply

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	(3.90)	(4.00)	(3.86)	(4.25)	(3.54)	(1.28)	(3.08)	(3.17)	(0.07)	(0.07)	(0.08)
- to improve the level of service	(0.44)	(3.68)	(4.65)	(4.18)	(7.23)	(5.07)	(4.34)	(4.26)	(0.33)	(13.65)	(14.08)
- to replace existing assets	(1.93)	(3.26)	(3.45)	(4.37)	(5.01)	(5.45)	(4.95)	(5.03)	(5.32)	(5.86)	(7.46)
(Increase)/decrease in reserves	(1.67)	0.99	1.16	2.00	2.42	2.83	2.28	2.28	2.57	3.07	4.62
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(7.93)</b>	<b>(9.94)</b>	<b>(10.80)</b>	<b>(10.80)</b>	<b>(13.35)</b>	<b>(8.98)</b>	<b>(10.09)</b>	<b>(10.17)</b>	<b>(3.16)</b>	<b>(16.52)</b>	<b>(17.00)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(3.60)</b>	<b>(3.48)</b>	<b>(3.69)</b>	<b>(4.18)</b>	<b>(4.66)</b>	<b>(4.93)</b>	<b>(5.15)</b>	<b>(5.34)</b>	<b>(5.76)</b>	<b>(5.72)</b>	<b>(6.16)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	4.06	4.41	4.87	5.06	5.13	5.56	5.50	5.56	5.95	5.97	6.02
<i>less deferred/unfunded</i>	(1.70)	(1.83)	(2.26)	(2.37)	(2.43)	(2.82)	(2.72)	(2.70)	(3.08)	(3.06)	(3.06)
<b>Net funding transferred to renewals reserves</b>	<b>2.36</b>	<b>2.58</b>	<b>2.61</b>	<b>2.69</b>	<b>2.70</b>	<b>2.74</b>	<b>2.79</b>	<b>2.86</b>	<b>2.87</b>	<b>2.91</b>	<b>2.96</b>

# Wastewater Treatment

## WHAT WE DO

We collect and treat wastewater and return clean water to the environment.

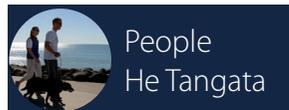
- Treatment plants.
- Pump stations.
- Sewer network.

The wastewater treatment service provides a network of infrastructure to manage domestic and industrial wastewater in the district. We collect and treat sewage from urban areas of New Plymouth, Bell Block, Waitara, Inglewood and Ōākura and return clean water to the environment

Our activities include operating and maintaining a centralised treatment plant, 39 pump stations and 645 kilometres of sewer network. We also monitor the flow of trade waste into the network. On average, we handle 25 million litres of wastewater each day, servicing more than 25,850 properties.

## WHY WE DO IT

The wastewater treatment service supports the Council's strategic vision of *Building a Lifestyle Capital – caring for our place, putting people first and supporting a prosperous community.*



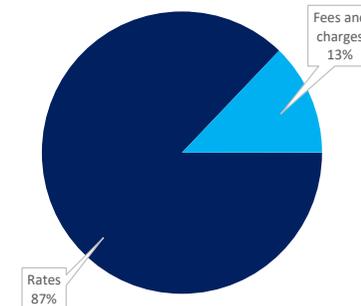
Treating wastewater contributes to *caring for our place - manaaki whenua, manaaki tangata, haere whakamua.* Treating potentially hazardous wastewater makes it safe for both people and the natural environment. It reduces significant environmental health issues from sewage.

The collection and treatment of wastewater in a safe and efficient manner also contributes to *putting people first - aroha ki te tangata.* It protects the health of our people, supporting a liveable environment for our community.

Wastewater treatment is also critical to *supporting a prosperous community - awhi mai, awhi atu, tātou katoa* through the provision of core infrastructure for industry and to accommodate growth in population and development.

## HOW WE PAY FOR IT

This service is funded through a uniform annual charge paid by ratepayers connected to the wastewater system. We also charge industrial and commercial users for trade waste discharges. Capital improvements are funded by loans, while the renewal and replacement of wastewater assets is funded from renewal reserves. The replacement value of the wastewater assets is \$399m.



# Wastewater Treatment

## OUR PLANS

Predicted growth in the district’s population will increase the demand for wastewater services, both within existing urban areas as housing becomes more intensified, and in newly subdivided areas. Growing tourist numbers will also create additional demand during summer months.

In response to population growth, the District Plan is focused on encouraging development within, or in close proximity to, the areas of New Plymouth that already have a reticulated wastewater system. Utilising the infrastructure we already have will reduce the need to invest in expanding the network. We will continue to undertake network renewals and improvements to deal with any network deficiencies. This includes measures to prevent system overflows that can cause contamination of rivers and coastal waters.

We are investing in a wastewater network model to better understand the wastewater system, the implications of growth and the benefits that particular improvements will provide. This LTP provides for network improvements, including renewal, replacement and upgrading of sewer pipes. It also includes a project to replace the biosolids processing equipment which has reached the end of its useful life.

Following ex-cyclone Gita and a review of resilience an additional \$3.3m of resilience improvement capital expenditure is included in this LTP.

## CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$10.1m are proposed over the life of the LTP 2018-2028.

We will provide storage and/or other solutions to avoid the overflow of wastewater to the environment.

## EFFECTS ON THE COMMUNITY

Wastewater treatment can have a range of effects on the community. Many of the positive effects are outlined in the section “why we do it”. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
Managing wastewater comes with the risk of system overflows into rivers and streams, which can affect the environmental and social well-being of the community.	We minimise the likelihood of such overflows through regular inspections of equipment, maintenance programmes, renewal and lining of old and or leaky pipes. We also use sound design, construction and operations practices.

WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide an effective wastewater treatment and disposal system.	The number of dry weather sewerage overflows per 1,000 connections to the wastewater system.	0.60	1 or less	1 or less	1 or less	1 or less
We comply with all resource consents for wastewater discharge from our system.	The number of abatement notices, infringement notices, enforcement orders, and convictions received.	0	0	0	0	0
We respond to customer and maintenance requests in a timely manner.	The median response time to sewerage overflow callouts (from the time the Council receives notification to the time that service personnel reach the site).	0.49 hours	1 hour or less			
	The median resolution time for sewerage overflow callouts (from the time the Council receives notification to the time that service personnel confirm resolution of the fault or interruption).	2 hours	4 hours or less for sewers < 250 dia			
		No call outs	8 hours or less for sewers ≥ 250 dia			
Customers are satisfied with the wastewater treatment and disposal service	The total number of complaints received about sewerage odour; system faults or blockages, or the Council's response to issues with the sewerage system (per 1,000 connected properties).	6.28	13 or less	13 or less	13 or less	13 or less

## Wastewater Treatment

### PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Flow metering	0.08	0.21	0.21							
NP WWTP staff welfare modifications	0.50									
Wastewater network modelling	1.51									
Wai Taatari project	1.51									
Upgrading of Huatoki Valley sewer main		0.21								
Wastewater pump station overflow prevention		0.23	0.53	0.81	0.82	0.84	0.86	0.88	0.91	0.93
Waitara outfall pump station - plant and equipment renewal		0.51								
Influent buffer lagoon		0.77								
Thermal dryer upgrade and renewal		5.19	10.48							
Elimination of use of Waitara marine outfall			0.11	0.97						
NP WWTP administration and work shop interior refurbishment			0.32							
Urenui Domain resewering				1.61						
Eastern sewer network realignment				8.60						
Junction growth area sewer upgrade					0.27					

**FUNDING IMPACT STATEMENT**

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	12.88	14.21	14.26	14.76	15.36	16.10	16.57	16.45	15.73	15.65	15.61
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	2.01	2.06	2.10	2.15	2.19	2.24	2.29	2.35	2.40	2.46	2.53
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>14.89</b>	<b>16.27</b>	<b>16.36</b>	<b>16.91</b>	<b>17.56</b>	<b>18.35</b>	<b>18.87</b>	<b>18.79</b>	<b>18.14</b>	<b>18.12</b>	<b>18.14</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(4.54)	(5.27)	(5.49)	(5.58)	(5.70)	(5.60)	(5.93)	(6.09)	(6.19)	(6.34)	(6.51)
Finance costs	(3.29)	(2.77)	(2.85)	(2.89)	(3.23)	(3.53)	(3.34)	(3.16)	(3.02)	(2.89)	(2.78)
Internal charges and overheads applied	(2.71)	(3.23)	(3.29)	(3.35)	(3.46)	(3.49)	(3.56)	(3.66)	(3.72)	(3.79)	(3.90)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(10.53)</b>	<b>(11.27)</b>	<b>(11.63)</b>	<b>(11.82)</b>	<b>(12.39)</b>	<b>(12.62)</b>	<b>(12.84)</b>	<b>(12.91)</b>	<b>(12.92)</b>	<b>(13.03)</b>	<b>(13.19)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>4.36</b>	<b>5.00</b>	<b>4.73</b>	<b>5.09</b>	<b>5.17</b>	<b>5.73</b>	<b>6.03</b>	<b>5.89</b>	<b>5.22</b>	<b>5.09</b>	<b>4.94</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	0.30	0.67	1.05	1.18	1.26	1.34	1.37	1.39	1.38	1.38	1.38
Increase (decrease) in debt	1.37	0.45	0.55	0.49	6.24	(3.13)	(3.55)	(3.56)	(2.85)	(2.63)	(2.40)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>1.67</b>	<b>1.12</b>	<b>1.60</b>	<b>1.67</b>	<b>7.49</b>	<b>(1.79)</b>	<b>(2.18)</b>	<b>(2.16)</b>	<b>(1.46)</b>	<b>(1.25)</b>	<b>(1.02)</b>

## Wastewater Treatment

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	(0.89)	(1.47)	(2.60)	(3.25)	(8.71)	(0.37)	(0.11)	(0.12)	(0.12)	(0.12)	(0.12)
- to improve the level of service	(0.77)	(1.80)	(1.35)	(1.23)	(1.66)	(1.23)	(1.09)	(1.12)	(1.15)	(1.17)	(1.20)
- to replace existing assets	(7.17)	(3.40)	(5.75)	(9.88)	(4.38)	(2.39)	(2.44)	(2.50)	(2.56)	(2.63)	(2.69)
(Increase)/decrease in reserves	2.80	0.55	3.37	7.60	2.09	0.05	(0.21)	0.01	0.07	0.08	0.10
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(6.03)</b>	<b>(6.12)</b>	<b>(6.33)</b>	<b>(6.76)</b>	<b>(12.66)</b>	<b>(3.94)</b>	<b>(3.85)</b>	<b>(3.72)</b>	<b>(3.76)</b>	<b>(3.84)</b>	<b>(3.92)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(4.36)</b>	<b>(5.00)</b>	<b>(4.73)</b>	<b>(5.09)</b>	<b>(5.17)</b>	<b>(5.73)</b>	<b>(6.03)</b>	<b>(5.89)</b>	<b>(5.22)</b>	<b>(5.09)</b>	<b>(4.94)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	5.65	5.56	6.10	6.27	6.28	6.74	6.65	6.72	7.22	7.25	7.32
<i>less deferred/unfunded</i>	(3.63)	(2.72)	(3.71)	(3.99)	(3.99)	(4.40)	(4.00)	(4.23)	(4.72)	(4.71)	(4.72)
<b>Net funding transferred to renewals reserves</b>	<b>2.02</b>	<b>2.85</b>	<b>2.38</b>	<b>2.28</b>	<b>2.29</b>	<b>2.34</b>	<b>2.65</b>	<b>2.49</b>	<b>2.49</b>	<b>2.54</b>	<b>2.60</b>

# Emergency Management and Business Continuance

## WHAT WE DO

Civil Defence and business continuance planning.

- Regional civil defence management.
- Internal planning for business continuance.

As a member of the Taranaki Civil Defence Emergency Management Group, the Council works with the other Taranaki councils, the community and other agencies to plan for and manage the regional response to major or widespread emergency events. These activities ensure that there is a strong regional response to any civil defence emergency in the region. They also ensure our communities are aware of the hazards in the region and know how to prepare and recover from emergencies associated with those hazards.

We also manage the Council's internal crisis management response outside of Civil Defence activation. This includes planning systems and processes to ensure the Council can continue to operate as well as possible during an emergency event, both major and minor.

## WHY WE DO IT

Activities within the Taranaki Civil Defence Emergency Management Group are driven by key legislation such as the Civil Defence Emergency Management Act 2002. This Act requires councils to take responsibility for the reduction of, readiness for, response to, and recovery from risks and events associated with emergency management.

All of our activities aim to reduce the effect of emergency events on the quality of life of our residents and ensure that Council services are maintained or restored as quickly as possible following an emergency event.

The emergency management and business continuance service supports the Council's strategic vision of *Building a Lifestyle Capital – putting people first and supporting a prosperous community.*

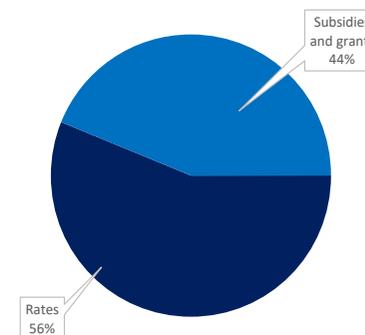


We support *putting people first – aroha ki te tangata* through supporting the community to reduce, prepare, respond and recover from natural disasters. Our civil defence work puts people first through the protection of people and property.

Our emergency planning and management also aims to reduce the economic impacts of an emergency event and ensure a fast recovery. In doing so, we contribute to *supporting a prosperous community – awhi mai awhi atu, tātou katoa.*

## HOW WE PAY FOR IT

The service is funded through general rates.



## Emergency Management and Business Continuance

### Our Plans

The emergency management and business continuance service is responsible for ensuring the information we have relating to hazards and risks in the district is kept up-to-date. We must also ensure that Council plans (including the District Plan, business continuity plans and emergency response plans) are reviewed in accordance with that information.

Work is ongoing to ensure our internal Emergency Response and Business Continuity Plans and processes are up to date. Those plans and processes are tested annually and any opportunities for improvement addressed. Over the 10 years of the LTP we will continue to identify hazards, assess and plan for risk reduction/resilience, and update and review emergency management and business continuity plans.

We will also continue to work with the Taranaki Civil Defence Emergency Management Group, where work is underway to implement changes in the regional response to Civil Defence emergencies.

### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We plan for emergency events.	Emergency processes and plans are up to date.	Achieved	Emergency plans are reviewed			

### CHANGES TO LEVELS OF SERVICE

There are no changes to levels of service over the life of the LTP 2018-2028.

The proposed budgets reflect the work that is underway to implement changes in the regional response to Civil Defence emergencies.

### EFFECTS ON THE COMMUNITY

All of our activities are about protecting people and property in the event of an emergency or a widespread event. There are no significant negative effects identified from this activity.

**FUNDING IMPACT STATEMENT**

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	0.63	1.29	1.12	1.17	1.23	1.47	1.69	1.92	2.04	2.09	2.10
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	1.12	1.19	1.26	1.21	1.24	1.31	1.28	1.29	1.35	1.33
Fees and charges	0.02	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>0.65</b>	<b>2.41</b>	<b>2.30</b>	<b>2.44</b>	<b>2.44</b>	<b>2.71</b>	<b>3.00</b>	<b>3.20</b>	<b>3.34</b>	<b>3.44</b>	<b>3.43</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(0.51)	(1.72)	(1.58)	(1.67)	(1.63)	(1.82)	(2.02)	(2.20)	(2.33)	(2.44)	(2.43)
Finance costs	-	(0.02)	(0.02)	(0.03)	(0.06)	(0.10)	(0.13)	(0.13)	(0.12)	(0.11)	(0.10)
Internal charges and overheads applied	(0.14)	(0.59)	(0.61)	(0.62)	(0.64)	(0.65)	(0.67)	(0.68)	(0.71)	(0.71)	(0.73)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(0.65)</b>	<b>(2.33)</b>	<b>(2.21)</b>	<b>(2.32)</b>	<b>(2.33)</b>	<b>(2.57)</b>	<b>(2.82)</b>	<b>(3.01)</b>	<b>(3.15)</b>	<b>(3.26)</b>	<b>(3.26)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>-</b>	<b>0.07</b>	<b>0.09</b>	<b>0.12</b>	<b>0.11</b>	<b>0.14</b>	<b>0.17</b>	<b>0.19</b>	<b>0.18</b>	<b>0.18</b>	<b>0.17</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	0.32	(0.04)	0.11	0.62	0.53	0.54	(0.13)	(0.15)	(0.11)	(0.11)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>0.32</b>	<b>(0.04)</b>	<b>0.11</b>	<b>0.62</b>	<b>0.53</b>	<b>0.54</b>	<b>(0.13)</b>	<b>(0.15)</b>	<b>(0.11)</b>	<b>(0.11)</b>

## Emergency Management and Business Continuance

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	(0.37)	(0.04)	(0.20)	(0.71)	(0.65)	(0.70)	(0.04)	(0.02)	(0.06)	(0.05)
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
(Increase)/decrease in reserves	-	(0.02)	(0.01)	(0.02)	(0.02)	(0.01)	(0.02)	(0.03)	(0.01)	(0.01)	(0.01)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>-</b>	<b>(0.39)</b>	<b>(0.05)</b>	<b>(0.23)</b>	<b>(0.73)</b>	<b>(0.67)</b>	<b>(0.72)</b>	<b>(0.07)</b>	<b>(0.03)</b>	<b>(0.07)</b>	<b>(0.06)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>-</b>	<b>(0.07)</b>	<b>(0.09)</b>	<b>(0.12)</b>	<b>(0.11)</b>	<b>(0.14)</b>	<b>(0.17)</b>	<b>(0.19)</b>	<b>(0.18)</b>	<b>(0.18)</b>	<b>(0.17)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	-	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06	0.06	0.06
<i>less deferred/unfunded</i>	-	(0.03)	(0.04)	(0.03)	(0.04)	(0.05)	(0.04)	(0.03)	(0.05)	(0.05)	(0.05)
<b>Net funding transferred to renewals reserves</b>	<b>-</b>	<b>0.02</b>	<b>0.01</b>	<b>0.03</b>	<b>0.02</b>	<b>0.01</b>	<b>0.02</b>	<b>0.02</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>

# Community Partnerships

## WHAT WE DO

Working with people, community organisations and businesses to support a strong and connected community.

This includes.

- Partnering with groups in the community.
- Grants and funding.
- Support and advice.
- Housing for the elderly.

The community partnerships service works alongside community organisations, educational institutions, iwi, and business and government agencies to build a strong and connected community.

We offer advice and support to our partners to help them plan for the future and respond to the changing needs of the community. We also fund some key partnerships.

Community partnerships manages the Council's community grants funding scheme, offering contestable funding to organisations and groups whose projects align with our strategic vision and meet funding criteria.

We also provide affordable housing for eligible elderly people in the district. As part of this service, a Council Housing Officer makes regular visits to monitor the wellbeing of our tenants.

## WHY WE DO IT

Strong and connected communities have a strong sense of identity. They are self-reliant and use the abilities and strengths of their people to find solutions to challenges and the resources they need to prosper.

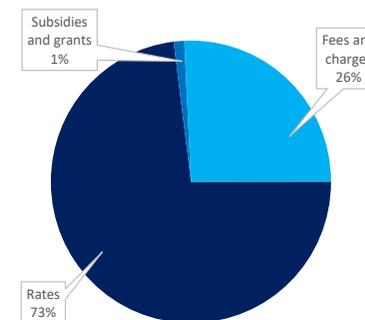


The community partnership service supports the Council's strategic vision of *Building a Lifestyle Capital – putting people first - aroha ki te tangata*. Our partnerships ensure that community and other organisations are equipped to make a significant contribution to the well-being and quality of life of our communities. We support community initiatives that create strong, resilient and connected communities that are enabled and engaged.

Our housing for the elderly service is about putting people first. We provide safe and quality accommodation for our tenants, enabling them to be involved in social and civic life.

## HOW WE PAY FOR IT

The housing for the elderly service is self-funded. All maintenance, upkeep and other services are funded from rental income. Community partnerships and grants are funded through general rates.



## Community Partnerships

### OUR PLANS

The region's growing population is likely to increase demand for community services and initiatives in the district. An increasing ageing population and a higher proportion of Māori youth in the district will also likely increase demand for social and community services in these sectors.

The community partnerships service aims to improve engagement between the Council and the community. To ensure an effective response to the needs of our communities, we encourage collaboration between the different groups and agencies providing community initiatives in the district. We will continue to develop ongoing relationships with other council groups, government agencies, and community and stakeholder groups to support community-minded initiatives and decision-making. We will also continue to provide advice and support to groups and individuals whose work is aligned with our strategic vision. As part of managing community grants funding, we plan to allocate a start-up fund for new and creative collaborative community initiatives.

Projects include contracting a youth services provider to engage young people so they can have their voices heard. We will also fund capacity building services, and commit to service contracts reflecting the Council's decisions and commitments to the YMCA and North Taranaki Sport and Recreation.

With overwhelming support for retaining the housing for the elderly tenancy services, we will evaluate ways to meet the growing demand for our service. While we are committed to offering tenants rent that is below market rental pricing, part of our evaluation may include investigating the impact of rent increases. While retaining the self-funding model, rentals will need to increase to fund the replacement of existing units that are no longer fit for purpose. This will allow future decisions regarding potential investment and/or divestment to ensure that the housing for the elderly stock remains fit for purpose. We will therefore continue to ensure our properties are up to standard and fit for purpose, particularly in relation to the needs of the elderly such as accessibility supports.

### CHANGES TO LEVELS OF SERVICE

Changes to levels of service over the life of the LTP 2018-2028 include the provision of some capacity building services, a youth services provider and a \$100,000 per annum increase to the community funding budget.

### EFFECTS ON THE COMMUNITY

The services of community and voluntary organisations are about caring for people. They contribute to safe, resilient and sustainable communities that are engaged in social, cultural, economic and political life. There are no significant negative effects resulting from this activity.



WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We build strategic relationships that support collaboration, capability and capacity in the community sector.	The percentage of partners satisfied with the Council's advice and involvement in community initiatives.	100%	95%	95%	95%	95%
	The percentage of residents satisfied with the Council's assistance and support to community groups (NRB survey*).	90% compared to peer group average of 91%	Exceeds peer group average			
We provide a 'start-up' fund to support creativity and collaboration in new community initiatives.	The number of initiatives receiving 'start-up' financial support.	4	3	3	3	3
We provide effective funding support for community organisations and initiatives.	The percentage of key performance indicators achieved by recipients of the Council's grants (as set out in funding contracts).	96%	95%	95%	95%	95%
We effectively coordinate and administer the housing for the elderly service.	The percentage of tenants satisfied with the service.	100%	90%	90%	90%	90%

\* All NRB survey targets are excluding 'don't know' responses.

## Community Partnerships

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	2.71	3.10	3.20	3.34	3.38	3.48	3.60	3.73	3.82	3.95	4.07
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Fees and charges	0.97	1.02	1.06	1.12	1.18	1.24	1.31	1.29	1.37	1.44	1.55
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>3.73</b>	<b>4.17</b>	<b>4.31</b>	<b>4.51</b>	<b>4.62</b>	<b>4.78</b>	<b>4.98</b>	<b>5.08</b>	<b>5.25</b>	<b>5.44</b>	<b>5.68</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(3.01)	(3.24)	(3.31)	(3.38)	(3.44)	(3.52)	(3.64)	(3.75)	(3.82)	(3.97)	(4.13)
Finance costs	(0.02)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Internal charges and overheads applied	(0.52)	(0.56)	(0.58)	(0.59)	(0.60)	(0.62)	(0.63)	(0.64)	(0.66)	(0.68)	(0.68)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(3.55)</b>	<b>(3.83)</b>	<b>(3.92)</b>	<b>(4.00)</b>	<b>(4.07)</b>	<b>(4.16)</b>	<b>(4.31)</b>	<b>(4.42)</b>	<b>(4.51)</b>	<b>(4.67)</b>	<b>(4.84)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>0.19</b>	<b>0.34</b>	<b>0.39</b>	<b>0.51</b>	<b>0.56</b>	<b>0.62</b>	<b>0.67</b>	<b>0.66</b>	<b>0.74</b>	<b>0.77</b>	<b>0.84</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.03)	(0.02)	(0.03)	(0.03)	(0.03)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>(0.01)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.03)</b>	<b>(0.02)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.03)</b>

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	(0.11)	(0.11)	(0.11)	(0.11)	(0.12)	(0.11)	(0.11)	(0.12)	(0.12)	(0.12)	(0.13)
(Increase)/decrease in reserves	(0.08)	(0.21)	(0.27)	(0.38)	(0.41)	(0.48)	(0.53)	(0.52)	(0.59)	(0.62)	(0.69)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(0.19)</b>	<b>(0.33)</b>	<b>(0.38)</b>	<b>(0.48)</b>	<b>(0.53)</b>	<b>(0.59)</b>	<b>(0.64)</b>	<b>(0.64)</b>	<b>(0.71)</b>	<b>(0.74)</b>	<b>(0.82)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(0.19)</b>	<b>(0.34)</b>	<b>(0.39)</b>	<b>(0.51)</b>	<b>(0.56)</b>	<b>(0.62)</b>	<b>(0.67)</b>	<b>(0.66)</b>	<b>(0.74)</b>	<b>(0.77)</b>	<b>(0.84)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

Other information to be provided

Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.19	0.29	0.32	0.33	0.33	0.35	0.35	0.35	0.38	0.38	0.38
<i>less deferred/unfunded</i>	-	(0.14)	(0.18)	(0.15)	(0.18)	(0.21)	(0.19)	(0.17)	(0.22)	(0.22)	(0.22)
<b>Net funding transferred to renewals reserves</b>	<b>0.19</b>	<b>0.15</b>	<b>0.14</b>	<b>0.18</b>	<b>0.15</b>	<b>0.15</b>	<b>0.16</b>	<b>0.18</b>	<b>0.16</b>	<b>0.16</b>	<b>0.16</b>

# Govett-Brewster Art Gallery/Len Lye Centre

## WHAT WE DO

Innovative and provocative works by national and international artists.

- Contemporary art exhibitions.
- Len Lye collection, and archive.
- State of the art cinema.
- Education and other programmes.
- Tours and workshops.
- Community events.

The Govett-Brewster Art Gallery is Aotearoa's leading contemporary art museum. Recognised nationally and internationally for its dedication to contemporary art and commitment to art from the Pacific, the gallery offers a wide range of dynamic exhibitions, community events and education programmes.

In 2015, the Len Lye Centre opened as an extension to the Govett-Brewster Art Gallery. New Zealand's first institution dedicated to a single artist, it is a facility of local, national and international significance. The Len Lye Centre provides a continuous, accessible and stimulating programme that explores the art and ideas of this pioneering filmmaker and kinetic sculptor.

## WHY WE DO IT

Providing high-quality and diverse cultural and recreational experiences supports the Council's strategic vision of *Building a Lifestyle Capital – putting people first and supporting a prosperous community*.

The activities of this service contribute to the quality of life and cultural well-being of our people, and support the district's reputation as a national and international destination of choice.



The Gallery continually develops challenging and changing exhibitions, programmes and events as part of its role in contributing to *putting people first - aroha ki te tangata*.

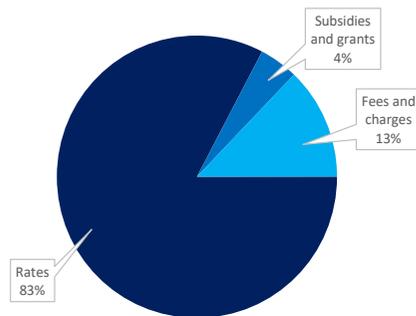
The Govett-Brewster Art Gallery and Len Lye Centre contribute to *supporting a prosperous community - awhi mai, awhi atu, tātou katoa* as the combined facility is a major contributor to the region's tourism sector, attracting 34,400 out-of-region visitors annually, including international visitors (according to BERL research). This contributes to a vibrant economy and raises the national and international profile of New Plymouth District as a cultural tourism experience.

## HOW WE PAY FOR IT

The Govett-Brewster Art Gallery/Len Lye Centre service is funded primarily through general rates, plus fees and charges. We also raise revenue through fundraising, partnerships, donations, grants and sponsorship, and commercial activities including venue hire, the cinema, exhibition tours, retail shop sales and rent and a profit share from Monica's Eatery.

Additional funds for art acquisitions and some aspects of operation, are provided by the Govett-Brewster Foundation and through endowment funds.

We also apply for contestable Ministry of Education funding to deliver learning experiences outside the classroom (LEOTC) every three years.



## OUR PLANS

With a changing demographic in the district, we will ensure the Govett-Brewster Art Gallery and Len Lye Centre accommodates the preferences of older residents. We will also continue to monitor feedback to maintain and increase visitor interest. Committed to growing our visitor base, we will continue to promote the Govett-Brewster and Len Lye Centre locally, nationally and internationally.

A reliance on external funding for art acquisitions and operation costs is an ongoing challenge for our service and we will continue to focus on securing

external funding and partnerships to support our wide range of exhibitions and other programmes, including the new Len Lye Cinema.

The Ministry of Education contestable funding for our LEOTC programme is secured up to December 2018. We will be seeking further triennial funding in July 2018. We have secured a new triennial programming grant from Creative New Zealand Toi Aotearoa for 2018-2020.

## CHANGES TO LEVELS OF SERVICE

Operational budgets over the life of the LTP 2018-2028 reflect the adjustments needed following the ongoing success of large visitor numbers and the Council's decision to include a non-New Plymouth District resident visitor charge of \$15 from 1 August 2018.

## EFFECTS ON THE COMMUNITY

Our exhibitions and community programmes are accessible and engaging for residents and visitors from diverse communities, including iwi. There are no significant negative effects identified from this activity.

# Govett-Brewster Art Gallery/Len Lye Centre

## WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide access to an engaging range of contemporary art from NZ and around the world.	The annual number of exhibitions on offer.	6	7	7	7	7
	The annual number of visitor entries.	116,206	116,000	116,000	116,000	116,000
	The percentage of residents satisfied with the service (NRB survey*).	69% compared to peer group average 91%	Meets or exceeds peer group average			
	The percentage of customers satisfied with their overall experience at the Govett-Brewster Art Gallery and Len Lye Centre (in-house surveys).	New measure	82%	82%	82%	82%

\* All NRB survey targets are excluding 'don't know' responses.



**FUNDING IMPACT STATEMENT**

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	3.70	4.33	4.47	4.75	4.71	4.82	4.99	5.12	5.22	5.37	5.45
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0.43	0.28	0.28	0.38	0.28	0.28	0.23	0.23	0.23	0.23	0.23
Fees and charges	0.36	0.67	0.71	0.72	0.74	0.76	0.77	0.79	0.81	0.83	0.85
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>4.48</b>	<b>5.28</b>	<b>5.45</b>	<b>5.85</b>	<b>5.72</b>	<b>5.85</b>	<b>5.99</b>	<b>6.14</b>	<b>6.26</b>	<b>6.43</b>	<b>6.53</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(3.03)	(3.62)	(3.70)	(4.03)	(3.86)	(3.94)	(4.02)	(4.11)	(4.20)	(4.29)	(4.39)
Finance costs	-	(0.02)	(0.02)	(0.03)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)	(0.04)	(0.04)
Internal charges and overheads applied	(1.42)	(1.40)	(1.48)	(1.51)	(1.55)	(1.59)	(1.64)	(1.67)	(1.71)	(1.77)	(1.79)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(4.45)</b>	<b>(5.04)</b>	<b>(5.21)</b>	<b>(5.56)</b>	<b>(5.43)</b>	<b>(5.56)</b>	<b>(5.69)</b>	<b>(5.82)</b>	<b>(5.95)</b>	<b>(6.11)</b>	<b>(6.22)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>0.03</b>	<b>0.24</b>	<b>0.24</b>	<b>0.29</b>	<b>0.29</b>	<b>0.29</b>	<b>0.30</b>	<b>0.33</b>	<b>0.31</b>	<b>0.32</b>	<b>0.32</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0.01	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	0.01	0.04	0.03	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>0.02</b>	<b>0.04</b>	<b>0.03</b>	<b>0.02</b>							

## Govett-Brewster Art Gallery/Len Lye Centre

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.06)
- to replace existing assets	(0.08)	(0.16)	(0.16)	(0.17)	(0.17)	(0.17)	(0.18)	(0.18)	(0.19)	(0.19)	(0.20)
(Increase)/decrease in reserves	0.03	(0.07)	(0.06)	(0.10)	(0.10)	(0.09)	(0.09)	(0.11)	(0.09)	(0.09)	(0.08)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(0.05)</b>	<b>(0.28)</b>	<b>(0.27)</b>	<b>(0.31)</b>	<b>(0.32)</b>	<b>(0.31)</b>	<b>(0.32)</b>	<b>(0.35)</b>	<b>(0.32)</b>	<b>(0.34)</b>	<b>(0.33)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(0.03)</b>	<b>(0.24)</b>	<b>(0.24)</b>	<b>(0.29)</b>	<b>(0.29)</b>	<b>(0.29)</b>	<b>(0.30)</b>	<b>(0.33)</b>	<b>(0.31)</b>	<b>(0.32)</b>	<b>(0.32)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.04	0.55	0.61	0.62	0.62	0.67	0.66	0.66	0.71	0.72	0.72
<i>less deferred/unfunded</i>	-	(0.32)	(0.38)	(0.36)	(0.36)	(0.40)	(0.39)	(0.37)	(0.44)	(0.44)	(0.44)
<b>Net funding transferred to renewals reserves</b>	<b>0.04</b>	<b>0.23</b>	<b>0.23</b>	<b>0.26</b>	<b>0.27</b>	<b>0.27</b>	<b>0.27</b>	<b>0.30</b>	<b>0.27</b>	<b>0.28</b>	<b>0.28</b>

# Puke Ariki and Community Libraries

## WHAT WE DO

Combined museum, library and visitor information centre.

- Central and community libraries.
- Mobile library service.
- Taranaki Research Centre.
- Education and community programmes.
- Taranaki heritage collections.
- Three long-term museum galleries.
- Two annual exhibitions in temporary gallery.
- I-SITE Visitor Centre.

Puke Ariki's central library, five community libraries, mobile library, museum and visitor information centre connect Taranaki residents and out-of-region visitors to a wealth of knowledge, exhibitions, experiences and resources. We are a dynamic people-orientated centre, protecting and promoting access to the heritage of the district and our country. We provide an accessible mix of print and digital lending and reference resources to meet the changing needs of our community.

## WHY WE DO IT

The services of Puke Ariki and community libraries supports the Council's strategic vision of *Building a Lifestyle Capital – putting people first and supporting a prosperous community*.



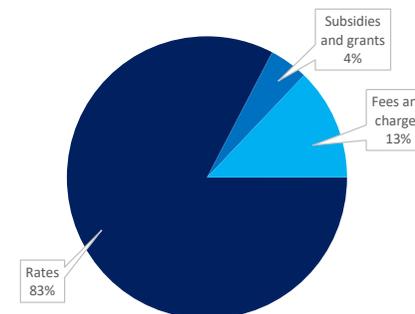
Puke Ariki and community libraries *supports putting people first - aroha ki te tangata* through providing the community with access to quality information and space for social contact in a safe, neutral environment. Our exhibitions, heritage collections,

research facilities and public and education programmes foster a collective sense of identity in the community. We contribute to a strong sense of Taranaki culture and identity and offer experiences that nurture a greater understanding of Te Ao Māori.

Free access to Puke Ariki collections, the internet, and programmes and events *supports a prosperous community – awhi mai awhi atu, tātou katoa*. Our central and community library services build prosperity, knowledge, skills and literacy within the community by providing learning opportunities to maximise the potential of our people. The i-SITE Visitor Information Centre provides valuable local knowledge that directs visitors to local attractions and encourages them to stay longer. This supports and promotes a diverse range of local businesses, and contributes to a diverse economy.

## HOW WE PAY FOR IT

This activity receives its core funding from New Plymouth District Council but also raises revenue through sponsorship, grants, commission from bookings made through the i-SITE, shop sales, hireage of spaces, and rent from the Taranaki Daily News Café and Arborio restaurant.



## Puke Ariki and Community Libraries

### OUR PLANS

Alongside traditionally lending services, libraries are now community hubs where people can use the internet, hold meetings, do business with the Council, participate in community and education programmes, study and more. In a digital and technological world, our services are evolving to meet our users' expectations. Part of this is to redevelop the Puke Ariki website so that our customers can easily access our services.

Highly regarded by local, national and international visitors, Puke Ariki will continue to offer services that contribute to the district as a premier destination. We will continue to incorporate new developments in visitor engagement to maximise their exhibition experience. This includes seeking funding to upgrade the Puke Ariki theatre experience.

We know that over 70 per cent of our museum visitors are from Taranaki and we are committed to building on this. We will continue our long-term gallery refreshment programme, which includes the regular change out of heritage collection items, renewal of appropriate exhibition furniture, and integrating new technology.

An estimated 53 per cent of our heritage collection is currently available digitally. There is an increasing demand for digital access to our heritage resources and a growing customer expectation that all of the Puke Ariki collection is available online. This is aligned with the broader Digital Council project currently underway.

### CHANGES TO LEVELS OF SERVICE

Capital expenditure planning works are proposed to Puke Ariki and our community library service over the life of the LTP 2018-2028.

### EFFECTS ON THE COMMUNITY

Puke Ariki provides residents and visitors learning opportunities to maximise their potential and capacity. There are no significant negative effects identified from this activity.



## WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide an accessible and informative point of contact and booking service for visitors to New Plymouth District.	The percentage of customers satisfied with the i-SITE Visitor Information Centre (in-house survey).	99%	95%	95%	95%	98%
We provide an accessible mix of lending and reference resources that meet the changing needs of the community.	The percentage of customers who are satisfied with the library collections (in-house surveys).	95%	95%	95%	95%	95%
	The number of library members.	New measure	28,000	28,500	29,000	30,000
	The annual number of library items loaned.	New measure	795,000	795,000	795,000	800,000
We offer widely accessible and engaging education programmes.	The annual number of programmed learning opportunities on offer.	1,582 programmes	1,200 programmes	1,200 programmes	1,200 programmes	1,200 programmes
	The number of participants attending.	32,020	29,000	29,000	29,000	29,000
	The percentage of participants satisfied with programmes ( in-house).	99% satisfaction	95% satisfaction	95% satisfaction	95% satisfaction	95% satisfaction
We provide 24/7 online access to the heritage collection.	The number of digital heritage records created or improved annually.	11,623	11,000	11,000	11,000	11,000

## PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Archive building fit-out	0.30									
Library Strategy: Puke Ariki and Community Libraries: planning and development			1.43	1.46	1.48					3.83

## Puke Ariki and Community Libraries

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	10.93	10.35	10.68	11.00	11.91	12.04	12.24	12.51	12.83	13.15	13.56
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0.44	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Fees and charges	0.40	0.41	0.42	0.42	0.43	0.44	0.44	0.45	0.46	0.47	0.48
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>11.77</b>	<b>11.17</b>	<b>11.51</b>	<b>11.83</b>	<b>12.74</b>	<b>12.88</b>	<b>13.09</b>	<b>13.37</b>	<b>13.70</b>	<b>14.03</b>	<b>14.45</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(5.64)	(5.78)	(5.82)	(6.01)	(6.11)	(6.28)	(6.40)	(6.53)	(6.68)	(6.82)	(7.00)
Finance costs	-	(0.07)	(0.09)	(0.16)	(0.23)	(0.34)	(0.34)	(0.34)	(0.34)	(0.34)	(0.53)
Internal charges and overheads applied	(5.20)	(3.45)	(3.64)	(3.61)	(4.00)	(3.76)	(3.85)	(3.92)	(4.03)	(4.13)	(4.21)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(10.83)</b>	<b>(9.30)</b>	<b>(9.54)</b>	<b>(9.78)</b>	<b>(10.34)</b>	<b>(10.37)</b>	<b>(10.59)</b>	<b>(10.80)</b>	<b>(11.05)</b>	<b>(11.29)</b>	<b>(11.75)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>0.93</b>	<b>1.87</b>	<b>1.97</b>	<b>2.05</b>	<b>2.40</b>	<b>2.50</b>	<b>2.50</b>	<b>2.57</b>	<b>2.64</b>	<b>2.74</b>	<b>2.70</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	0.14	0.23	0.25	0.27	0.29	0.29	0.30	0.30	0.30	0.30
Increase (decrease) in debt	0.49	0.42	0.02	1.16	1.12	1.06	(0.23)	(0.22)	(0.24)	(0.24)	2.96
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>0.49</b>	<b>0.56</b>	<b>0.25</b>	<b>1.41</b>	<b>1.39</b>	<b>1.35</b>	<b>0.06</b>	<b>0.08</b>	<b>0.06</b>	<b>0.05</b>	<b>3.26</b>

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	(0.24)	(0.25)	(0.25)	-	-	-	-	(0.65)
- to improve the level of service	(0.49)	(0.58)	(0.29)	(1.24)	(1.27)	(1.29)	(0.32)	(0.33)	(0.34)	(0.34)	(2.88)
- to replace existing assets	(1.18)	(1.31)	(1.52)	(2.03)	(1.71)	(1.74)	(1.61)	(1.65)	(1.69)	(1.73)	(2.43)
(Increase)/decrease in reserves	0.24	(0.54)	(0.40)	0.05	(0.56)	(0.57)	(0.64)	(0.67)	(0.68)	(0.72)	0.01
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(1.43)</b>	<b>(2.43)</b>	<b>(2.21)</b>	<b>(3.46)</b>	<b>(3.79)</b>	<b>(3.85)</b>	<b>(2.56)</b>	<b>(2.65)</b>	<b>(2.70)</b>	<b>(2.79)</b>	<b>(5.96)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(0.93)</b>	<b>(1.87)</b>	<b>(1.97)</b>	<b>(2.05)</b>	<b>(2.40)</b>	<b>(2.50)</b>	<b>(2.50)</b>	<b>(2.57)</b>	<b>(2.64)</b>	<b>(2.74)</b>	<b>(2.70)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

Other information to be provided

Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.81	1.62	1.77	1.82	1.82	1.95	1.93	1.94	2.09	2.10	2.11
<i>less deferred/unfunded</i>	(0.37)	0.23	0.15	0.16	0.45	0.36	0.32	0.37	0.28	0.35	0.31
<b>Net funding transferred to renewals reserves</b>	<b>0.44</b>	<b>1.85</b>	<b>1.92</b>	<b>1.98</b>	<b>2.27</b>	<b>2.31</b>	<b>2.24</b>	<b>2.32</b>	<b>2.36</b>	<b>2.45</b>	<b>2.42</b>

# Venues and Events

## WHAT WE DO

Provide events, venues and aquatic services.

- TSB Stadium.
- TSB Showplace.
- Yarrow Stadium.
- TSB Bowl of Brooklands.
- Todd Energy Aquatic Centre.
- Community pools.
- Major concerts and sports events.
- Festival of Lights and community events.
- Support for WOMAD.

The venues and events service comprises a broad group of activities, including attracting and managing a diverse programme of events at the TSB Bowl of Brooklands, TSB Showplace, TSB Stadium and Yarrow Stadium.

Our community events include the annual TSB Festival of Lights, the Home and Lifestyle Expo, local Waitangi Day celebrations and other civic events. We also support other local events such as WOMAD. The Central City Facilitator is included within this service, with responsibility for encouraging people into the CBD to revitalise New Plymouth's city centre and support local business.

The Todd Energy Aquatic Centre caters for a range of ages and activities, including learn to swim and fitness classes. The district's four community pools operate seasonally, over the summer months. The Council provides financial support to the Bell Block Community Pool Society Incorporated for the Bell Block Community Pool.

## WHY WE DO IT

All of the activities in the venues and events service play an important part in the Council's strategic vision of *Building a Lifestyle Capital – putting people first, supporting a prosperous community and caring for our place.*



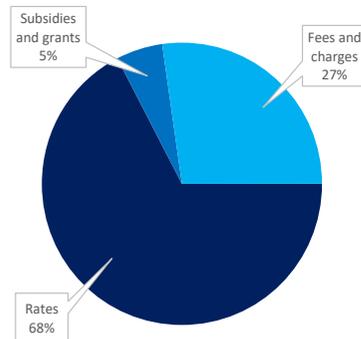
Providing community, arts, cultural and sporting events *supports putting people first – aroha ki te tangata* by encouraging a sense belonging within the community.

The range of high quality and affordable venues and events available to residents also reinforces New Plymouth as a visitor destination for leisure, events and cultural activities. This provides opportunities for economic growth and diversification in the tourism market and therefore contributes to *supporting a prosperous community - awhi mai, awhi atu, tātou katoa*. A strategic approach to a thriving central city also contributes to ongoing economic growth in the district, supporting a vibrant and prosperous community.

Providing high-quality and affordable recreation and sport opportunities encourages an active lifestyle, promoting *caring for our place - manaaki whenua, manaaki tangata, haere whakamua*.

## HOW WE PAY FOR IT

This service is funded through general rates, user fees and charges, sponsorship, grants and donations.



## OUR PLANS

With many of our activities at full capacity, the venues and events service will be challenged by factors such as future growth in the district’s population, an ageing population, ageing infrastructure and by increased popularity of the district as a tourist destination.

Attracting events is a core activity of the venues and events service. Demand on venues such as TSB Stadium and TSB Showplace means these are operating at full capacity. Better regional access as a result of State Highway 3 development and expansion of the New Plymouth airport is likely to create a rise in visitor numbers, and provide opportunities to secure more events. With increased competition in attracting major events, we need to ensure we have the operational capability and staff to manage new business in an organised and proactive way. We also need to ensure our venues maintain or develop supporting infrastructure and facilities that meet customer expectations of a successful event. We are committed to providing an excellent service for local residents and to supporting the district’s growth as a visitor destination.

Community use of the Todd Energy Aquatic Centre is very high and congested at times. Meeting customer expectations, especially with the indoor pool, is not always possible. The centre’s infrastructure is ageing and we are currently conducting feasibility studies to investigate redevelopment. Ideally, any proposed redevelopment would consider increases in demand as a result of a growing population, the competing demands of our users and the opportunity to create a world class facility as a feature of the visitor experience.

A heavy reliance on sponsorship in this activity is a challenge in a fiscally constrained environment. This is particularly so for the events service, where a greater number of organisations and events are competing for often reduced pools of contestable funding and sponsorship. The Events activity is committed to growing our highly successful community events to meet community expectations and to attract sponsorship and other funding in a competitive market.

The venues and events activity will likely require significant investment in both assets and service development to meet growing and changing demands over the next 10 years. Any future investment will be considered in relation to the Council’s Revenue and Financing Policy aimed at reducing reliance on rates.

## CHANGES TO LEVELS OF SERVICE

Service level capital expenditure projects of \$4.5m are proposed over the life of the LTP 2018-2028.

Additional operating expenditure of \$100,000 per annum is provided to allow venues to attract events and generate revenue.

## Venues and Events

### EFFECTS ON THE COMMUNITY

Venues and service can have a range of effects on the community. Many of the positive effects are outlined in the section “why we do it”. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
Staging of events can create noise, traffic congestion, and inconvenience caused by road closures.	All events are managed within existing resource consent conditions. All major event planning includes provision for traffic management plans. All road closures are approved by the Council after the community has been notified and consulted.
There is a risk of inappropriate behaviour associated with patrons of events such as vandalism or other behaviour related incidents.	The Council works closely with the district police and the contracted security providers to ensure appropriate security arrangements are in place via the undertaking of risk assessments and planning for major events.
Events can generate additional waste.	A zero waste policy is developed for major events, and recycling receptacles are provided at all Council event venues to minimise the residual waste.
At district pools there are risks associated with water safety and hygiene.	We maintain water safety and quality at the district pools by achieving Poolsafe accreditation and ensuring staff are appropriately trained.



## WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We provide high quality community pools that encourage community participation in aquatic activities.	The percentage of residents satisfied with the Council's swimming facilities (NRB survey*).	96%	94%	94%	94%	94%
	The number of pool patrons per year.	397,185	390,000	390,000	390,000	390,000
We provide a range of appealing events at high quality venues.	The percentage of residents satisfied with Council's events (NRB survey*).	95%	95%	95%	95%	95%
	The percentage of residents satisfied with the Council's events venues (NRB survey*).	98%	95%	95%	95%	95%
We provide a network of high quality venues that create opportunities for the community to attend arts, cultural, sporting and recreation activities.	The number of attendees and events/bookings across all venues. <sup>1</sup>	326,619 attendees	280,000 attendees	280,000 attendees	300,000 attendees	300,000 attendees
		1,160 events	1,000 events	1,000 events	1,100 events	1,100 events

<sup>1</sup> The Council has reduced the expected number of attendees and events/bookings as a result of the closure of Yarrow Stadium's east and west stands.

\* All NRB survey targets are excluding 'don't know' responses.

## PROJECTS

The table below sets out the project that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
TSB Stadium - toilet block	0.76									

## Venues and Events

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	7.80	8.43	8.76	9.10	9.27	9.39	9.82	9.96	10.23	10.82	11.08
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0.91	0.79	0.76	0.76	0.76	0.78	0.78	0.78	0.78	0.78	0.75
Fees and charges	3.44	3.14	3.24	3.56	3.39	3.97	4.40	4.15	4.29	4.68	4.35
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>12.15</b>	<b>12.35</b>	<b>12.77</b>	<b>13.43</b>	<b>13.42</b>	<b>14.14</b>	<b>15.00</b>	<b>14.89</b>	<b>15.30</b>	<b>16.28</b>	<b>16.18</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(7.93)	(7.76)	(7.94)	(8.58)	(8.29)	(8.91)	(9.65)	(9.35)	(9.61)	(10.34)	(10.07)
Finance costs	-	(0.09)	(0.10)	(0.10)	(0.10)	(0.12)	(0.15)	(0.21)	(0.24)	(0.26)	(0.29)
Internal charges and overheads applied	(4.38)	(2.97)	(3.11)	(3.02)	(3.10)	(3.16)	(3.29)	(3.32)	(3.37)	(3.50)	(3.67)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(12.31)</b>	<b>(10.82)</b>	<b>(11.15)</b>	<b>(11.71)</b>	<b>(11.50)</b>	<b>(12.19)</b>	<b>(13.09)</b>	<b>(12.88)</b>	<b>(13.22)</b>	<b>(14.10)</b>	<b>(14.02)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>(0.17)</b>	<b>1.53</b>	<b>1.62</b>	<b>1.72</b>	<b>1.92</b>	<b>1.95</b>	<b>1.91</b>	<b>2.01</b>	<b>2.07</b>	<b>2.17</b>	<b>2.16</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	0.82	-	(0.02)	(0.02)	(0.02)	0.48	0.96	0.40	0.37	0.36
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>0.82</b>	<b>-</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>0.48</b>	<b>0.96</b>	<b>0.40</b>	<b>0.37</b>	<b>0.36</b>

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	(0.06)	(0.85)	(0.06)	(0.06)	(0.06)	(0.07)	(0.57)	(1.07)	(0.57)	(0.57)	(0.57)
- to replace existing assets	(1.59)	(1.71)	(1.44)	(1.28)	(1.26)	(1.27)	(1.41)	(1.32)	(1.40)	(1.29)	(1.28)
(Increase)/decrease in reserves	1.82	0.20	(0.11)	(0.36)	(0.58)	(0.59)	(0.40)	(0.59)	(0.50)	(0.67)	(0.67)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>0.17</b>	<b>(2.35)</b>	<b>(1.61)</b>	<b>(1.70)</b>	<b>(1.90)</b>	<b>(1.92)</b>	<b>(2.38)</b>	<b>(2.97)</b>	<b>(2.47)</b>	<b>(2.54)</b>	<b>(2.52)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>0.17</b>	<b>(1.53)</b>	<b>(1.62)</b>	<b>(1.72)</b>	<b>(1.92)</b>	<b>(1.95)</b>	<b>(1.91)</b>	<b>(2.01)</b>	<b>(2.07)</b>	<b>(2.17)</b>	<b>(2.16)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.09	1.78	1.95	2.00	2.00	2.15	2.11	2.13	2.29	2.30	2.32
<i>less deferred/unfunded</i>	(0.26)	(0.27)	(0.40)	(0.36)	(0.17)	(0.29)	(0.30)	(0.23)	(0.39)	(0.33)	(0.37)
<b>Net funding transferred to renewals reserves</b>	<b>(0.17)</b>	<b>1.51</b>	<b>1.55</b>	<b>1.64</b>	<b>1.83</b>	<b>1.86</b>	<b>1.81</b>	<b>1.90</b>	<b>1.90</b>	<b>1.97</b>	<b>1.95</b>

# Customer and Regulatory Solutions

## WHAT WE DO

Develop, implement and enforce national and local rules that protect the natural and built environment and public and environmental health.

- Customer services.
- Building control.
- Resource consents.
- District Plan.
- Parking.
- Animal control.
- Environmental health.

The first point of contact for the Council's regulatory services is our customer services team, who assist customers by telephone, email or in person at the civic centre. Enquiries that need further input are recorded as service requests and forwarded to the relevant teams in the organisation.

Our regulatory teams process building, land use and subdivision consents, food, alcohol, health and encroachment licences and issue dog licences. We monitor and enforce legislation and bylaws for all of these functions as well as parking control, and health and noise nuisances. We develop the District Plan and other policies that guide the future development of the district. We also provide case management for projects and events that require involvement of multiple Council teams.

## WHY WE DO IT

The customer and regulatory solutions service plans for the future, supporting the Council's strategic vision of *Building a Lifestyle Capital – putting people first, supporting a prosperous community and caring for our place.*



The customer and regulatory solutions service promotes *putting people first - aroha ki te tangata* through its regulation of environmental health. Enforcing environmental health legislation ensures businesses selling food and alcohol meet their public health obligations and that people can enjoy their lifestyle free of nuisance or risk. Animal control activities, including the regulation of dog ownership ensures people and wildlife are protected from nuisance or injury caused by dogs and that owners are educated and informed about the way their animals should be managed. Enforcing parking regulations makes sure there is fair, safe and easy access to the city and its suburbs.

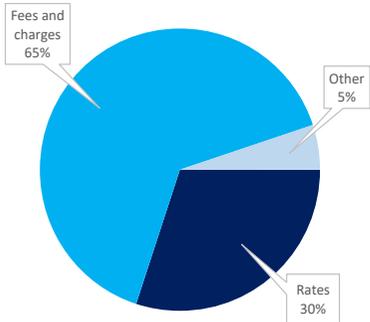
Our customer service teams make it easy to do business with us, again putting people first. People are our priority and we make sure our customers have access to the information and services they need.

Forward planning and regulation helps mitigate potential negative effects of growth and development and supports sustainable management of the district's economic and environmental resources. Our work ensures there is adequate and appropriate land for residential, commercial, industrial and agricultural use and that buildings in the New Plymouth District are safe, healthy and durable. This contributes to *supporting a prosperous community - awhi mai, awhi atu, tātou katoa.*

Our district planning work, alongside our monitoring and enforcement activities, promotes *caring for our place - manaaki whenua, manaaki tangata, haere whakamua.*

**HOW WE PAY FOR IT**

This service is funded through general rates, fees and charges and enforcement revenue.



**OUR PLANS**

We’re planning for growing communities. One of the challenges of a growing population is increased demand for resource and building consents and the associated inspections and compliance processes. In keeping up with demand, the Customer and Regulatory Solutions service will continue to meet the expectations of our customers, ensuring our responses are both timely and integrated and that we have the right number of qualified people to meet demand. Our planning means we will resource effectively for future development, including planning for the needs of an increasingly ageing population.

An increasing population also impacts areas such as parking. We will continue to monitor parking trends for parking bays, lease parking and suburban streets to ensure our parking system is fair, affordable, accessible and fit for the district. We also plan to find parking solutions that support New Plymouth’s CBD as a thriving central city.

This service has seen an increase in demand for public advice and associated services. We make education a priority in meeting this demand. In areas such as animal control, our officers will continue to work with schools, businesses and

community groups to educate the public around dog safety. We will also look at ways to reduce the number of unregistered dogs and the number of menacing dogs in the community and encourage responsible ownership.

Across the service, we plan to put people first. We want to make use of technology to increase efficiency and access for our customers, making more services accessible online, including through social media. We are working on smart systems that will improve our planning and building control services. This includes online and digital services for all of our regulatory functions with focus on consent lodgement, processing and inspections. We’re aiming to give our communities fast, efficient service in person, on the phone, or online.

**CHANGES TO LEVELS OF SERVICE**

Customer and Regulatory Solutions will continue to make use of technology to increase efficiency and access for our customers, making more services accessible online. Budgets reflect population growth and the projected demand on services. There are no other significant proposed changes to levels of service for customer and regulatory solutions over the life of the LTP 2018-2028.

## Customer and Regulatory Solutions

### EFFECTS ON THE COMMUNITY

Customer and Regulatory Solutions can have a range of effects on the community. Many of the positive effects are outlined in the section “why we do it”. Potential negative effects are identified in the following table.

Effect	How the Council intends to mitigate the effect
<p><b>Community satisfaction</b></p> <p>No single policy, piece of legislation, bylaw or regulation satisfies 100 per cent of the community. In all regulatory activities there is potential for individuals or groups to perceive negative effects.</p>	<p>The Council involves, informs and educates the community on the purpose of existing and proposed policy and regulation.</p> <p>Development of policy, consent and enforcement decisions is balanced with the rights of individuals and with the rights of the wider community.</p> <p>We aim for decisions to be fair and equitable to all parties involved.</p>
<p><b>Building Control</b></p> <ul style="list-style-type: none"> <li>Customers could experience delay and additional development costs if quality and timeliness of consent and inspection procedures is not maintained to a high standard.</li> <li>People are at risk if quality of building consent and inspection procedures is not maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Accreditation as a Building Control Authority ensures our processes are robust, and always seeking ways to improve services.</li> <li>Maintain accreditation and competency and conduct internal auditing.</li> </ul>

Effect	How the Council intends to mitigate the effect
<p><b>Resource Consents</b></p> <ul style="list-style-type: none"> <li>Can be conflicting views on outcomes of significant application decisions.</li> <li>Planning may not meet development demand and there may be a shortage of residential sections available.</li> <li>Costs of legislative changes may impact on anticipated cost recovery.</li> <li>Loss of cultural landscape through land development.</li> </ul>	<ul style="list-style-type: none"> <li>We aim for transparent processes and clear communication to community.</li> <li>Teams engaged in land development work together to ensure there is an integrated and strategic approach to land supply and urban development outcomes, using urban design principles.</li> <li>We conduct annual reviews to reduce costs and ensure cost recovery of consent processing and compliance is monitored.</li> <li>We monitor compliance and engage with iwi/hapū in consent processing to ensure cultural heritage is protected.</li> </ul>

WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
Our animal control processes contribute to a safe and healthy community.	The percentage of animal control emergency situations* responded to within two hours.	New measure	100%	100%	100%	100%
	The percentage of known dogs registered.	94%	95%	95%	95%	95%
	The percentage of residents satisfied with animal control activities (NRB survey**).	94% compared to peer group average of 75%	Exceeds peer group average			
We respond to formal complaints in a timely manner.	The percentage of formal complaints that receive an interim reply or are resolved within five working days.	New measure	90%	90%	90%	90%
We process requests for official information within timeframes set under Local Government Official Information and Meetings Act (1987).	The percentage of requests for official information completed within statutory timeframe.	New measure	100%	100%	100%	100%
We conduct licensing inspections in accordance with statutory requirements.	All businesses required to be licensed are inspected in accordance with statutory requirements.	New measure	100%	100%	100%	100%
We process consent applications within statutory timeframes.	The percentage of building applications processed within statutory timeframes (consents and code compliance certificates).	99.6%	100%	100%	100%	100%
	The percentage of non-notified resource management consents processed within statutory timeframes.	97.5%	100%	100%	100%	100%

\* Animal control emergency situations: assisting emergency services, attacks by dogs, stock on the roads and injured animals.

\*\* All NRB survey targets are excluding 'don't know' responses.

## Customer and Regulatory Solutions

### PROJECTS

The table below sets out the projects that will be undertaken as part of the LTP 2018-2028.

	Year 1 2018/19 (\$m)	Year 2 2019/20 (\$m)	Year 3 2020/21 (\$m)	Year 4 2021/22 (\$m)	Year 5 2022/23 (\$m)	Year 6 2023/24 (\$m)	Year 7 2024/25 (\$m)	Year 8 2025/26 (\$m)	Year 9 2026/27 (\$m)	Year 10 2027/28 (\$m)
Parking equipment renewal	0.81									
Digitising property files and consents process project	1.14	0.58								
Downtown Car Park building component renewals and automation		0.22	0.22							
Downtown Car Park earthquake strengthening		0.26	0.26							



**FUNDING IMPACT STATEMENT**

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	3.36	4.44	4.09	4.26	3.84	3.93	4.09	4.25	4.32	4.49	4.43
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	9.07	8.28	8.44	8.61	8.78	8.96	9.14	9.34	9.55	9.77	9.99
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	0.96	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72
<b>Total operating funding (A)</b>	<b>13.39</b>	<b>13.44</b>	<b>13.25</b>	<b>13.59</b>	<b>13.34</b>	<b>13.61</b>	<b>13.95</b>	<b>14.31</b>	<b>14.59</b>	<b>14.98</b>	<b>15.14</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(6.53)	(7.04)	(7.13)	(7.38)	(7.61)	(7.75)	(7.98)	(8.17)	(8.32)	(8.54)	(8.69)
Finance costs	-	(0.03)	(0.04)	(0.04)	(0.04)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Internal charges and overheads applied	(5.80)	(5.12)	(5.35)	(5.44)	(5.54)	(5.65)	(5.77)	(5.87)	(6.05)	(6.25)	(6.28)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(12.33)</b>	<b>(12.19)</b>	<b>(12.52)</b>	<b>(12.86)</b>	<b>(13.19)</b>	<b>(13.45)</b>	<b>(13.79)</b>	<b>(14.09)</b>	<b>(14.42)</b>	<b>(14.83)</b>	<b>(15.02)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>1.06</b>	<b>1.25</b>	<b>0.73</b>	<b>0.73</b>	<b>0.15</b>	<b>0.16</b>	<b>0.16</b>	<b>0.21</b>	<b>0.17</b>	<b>0.15</b>	<b>0.12</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	(0.01)	(0.02)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>(0.01)</b>	<b>(0.02)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.04)</b>

## Customer and Regulatory Solutions

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	(0.93)	(0.63)	(0.54)	(0.61)	(0.65)	(0.03)	(0.03)	(0.05)	(0.02)	-
(Increase)/decrease in reserves	(1.06)	(0.31)	(0.08)	(0.15)	0.49	0.52	(0.10)	(0.15)	(0.08)	(0.08)	(0.09)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(1.06)</b>	<b>(1.24)</b>	<b>(0.71)</b>	<b>(0.69)</b>	<b>(0.12)</b>	<b>(0.13)</b>	<b>(0.12)</b>	<b>(0.18)</b>	<b>(0.13)</b>	<b>(0.11)</b>	<b>(0.09)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(1.06)</b>	<b>(1.25)</b>	<b>(0.73)</b>	<b>(0.73)</b>	<b>(0.15)</b>	<b>(0.16)</b>	<b>(0.16)</b>	<b>(0.21)</b>	<b>(0.17)</b>	<b>(0.15)</b>	<b>(0.12)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.18	0.38	0.41	0.42	0.42	0.45	0.45	0.45	0.48	0.49	0.49
<i>less deferred/unfunded</i>	(0.05)	0.86	0.30	0.27	(0.31)	(0.33)	(0.32)	(0.27)	(0.35)	(0.38)	(0.40)
<b>Net funding transferred to renewals reserves</b>	<b>0.13</b>	<b>1.24</b>	<b>0.71</b>	<b>0.70</b>	<b>0.12</b>	<b>0.13</b>	<b>0.12</b>	<b>0.18</b>	<b>0.13</b>	<b>0.11</b>	<b>0.09</b>

# Economic Development

## WHAT WE DO

Identifying and embracing opportunities for economic growth and diversification.

- Venture Taranaki.
- Regional collaboration.
- Economic Strategy and Action Plan.

We work collaboratively with other councils, central government and other agencies in the region to develop and improve the local economy. This includes directly funding and overseeing Venture Taranaki Trust, the Council-controlled organisation responsible for economic development and tourism industry support services in the district. Venture Taranaki Trust also has agreements with South Taranaki District Council and Stratford District Council to deliver similar services in those districts.

The Council's priorities for economic development are set out in *Tapuae Roa: Make Way for Taranaki* – the Regional Economic Development Strategy and Action Plan adopted in February 2018. The Strategy takes a cross-regional approach, focusing on unlocking opportunities for economic growth in the region. The Strategy's mission statement: *Taranaki, where talent becomes enterprise – Kia eke panuku*, captures the regional vision for Taranaki as a place that offers an attractive lifestyle for talented people, in a high value economy.

## WHY WE DO IT

The government has a vested interest in ensuring New Zealand's regions enjoy prosperity and success. We work collaboratively with the other Taranaki councils, central government and the private sector toward economic development of the region and of the New Plymouth District.



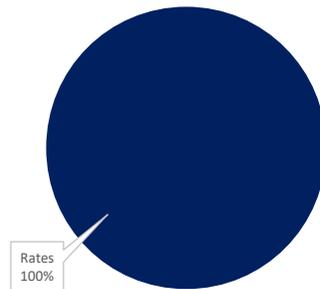
Our activities contribute to the Council's strategic vision of *Building a Lifestyle Capital – supporting a prosperous community – awhi mai awhi atu, tātou katoa*. To help ensure a vibrant economy, we support local businesses, encouraging a diverse range of industries that will grow jobs in the district. We aim to make it easy to do business here, to encourage economic growth and diversity and to build resilience and sustainability across our communities.



## Economic Development

### HOW WE PAY FOR IT

This service is funded by general rates. (Note that Venture Taranaki Trust also receives funding from central government and the South Taranaki and Stratford district councils.)



### OUR PLANS

The New Plymouth District has an incredible amount to offer. However, in an economy dominated by dairying and energy we are susceptible to global factors beyond our control. To build economic resilience, we will continue to encourage economic diversity and attract talent to the region, and look at ways to further our connection with national and international markets.

We will also continue to support local business in the district and build the skilled labour force necessary to support our local industries. With a growing population and improved access to the district, we plan to capitalise on opportunities to attract relocation to the Taranaki region, building our labour force and supporting a more resilient economy. We also plan to capitalise on our reputation as a visitor destination.

We will do this in a considered and collaborative way through the implementation of the *Tapuae Roa: Make Way for Taranaki Strategy and Action Plan* as our economic development strategy.

### CHANGES TO LEVELS OF SERVICE

Additional investment of \$350,000 per annum over the life of the LTP 2018-2028 to facilitate the implementation of the *Tapuae Roa: Make Way for Taranaki Regional Economic Development Strategy and Action Plan*.

### EFFECTS ON THE COMMUNITY

The economic development service supports resilient and sustainable communities that enjoy prosperity and success. There are no significant negative effects identified from this activity.

WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We promote the New Plymouth District and the Taranaki region as a vibrant and desirable place to live, work and visit.	The number of major events attracted or retained.	12 major events	4 major events	4 major events	4 major events	4 major events
We facilitate, promote, and support sustainable business growth, investment and employment opportunities in Taranaki.	The level of annual investment in regional businesses (subject to central government policy).	\$1,515,399 across 36 transactions	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
	The annual percentage of clients satisfied with Venture Taranaki business support services.	93.7% satisfied or very satisfied	>85%	>85%	>85%	>85%
	The level of annual investment in the management capability of Taranaki's small and medium sized businesses.	\$376,085 across 276 transactions	\$240,000	\$240,000	\$240,000	\$240,000

# Economic Development

## FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	3.27	3.81	3.85	3.99	4.19	4.28	4.39	4.50	4.67	4.64	4.75
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>3.27</b>	<b>3.81</b>	<b>3.85</b>	<b>3.99</b>	<b>4.19</b>	<b>4.28</b>	<b>4.39</b>	<b>4.50</b>	<b>4.67</b>	<b>4.64</b>	<b>4.75</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(3.21)	(3.26)	(3.30)	(3.38)	(3.59)	(3.67)	(3.76)	(3.84)	(4.03)	(3.98)	(4.08)
Finance costs	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Internal charges and overheads applied	(0.06)	(0.47)	(0.49)	(0.51)	(0.52)	(0.53)	(0.55)	(0.55)	(0.57)	(0.59)	(0.59)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(3.26)</b>	<b>(3.75)</b>	<b>(3.81)</b>	<b>(3.90)</b>	<b>(4.13)</b>	<b>(4.22)</b>	<b>(4.33)</b>	<b>(4.42)</b>	<b>(4.61)</b>	<b>(4.58)</b>	<b>(4.69)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>-</b>	<b>0.06</b>	<b>0.05</b>	<b>0.09</b>	<b>0.06</b>	<b>0.05</b>	<b>0.06</b>	<b>0.09</b>	<b>0.06</b>	<b>0.06</b>	<b>0.06</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>(0.01)</b>	<b>(0.01)</b>	<b>(0.01)</b>	<b>(0.01)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>	<b>(0.02)</b>

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
(Increase)/decrease in reserves	-	(0.05)	(0.04)	(0.07)	(0.04)	(0.04)	(0.04)	(0.07)	(0.04)	(0.04)	(0.04)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	-	<b>(0.05)</b>	<b>(0.04)</b>	<b>(0.07)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.07)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.04)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	-	<b>(0.06)</b>	<b>(0.05)</b>	<b>(0.09)</b>	<b>(0.06)</b>	<b>(0.05)</b>	<b>(0.06)</b>	<b>(0.09)</b>	<b>(0.06)</b>	<b>(0.06)</b>	<b>(0.06)</b>
<b>Funding balance (A - B) + (C - D)</b>	-	-	-	-	-	-	-	-	-	-	-

## Other information to be provided

## Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	-	0.08	0.09	0.09	0.09	0.09	0.09	0.09	0.10	0.10	0.10
<i>less deferred/unfunded</i>	-	(0.03)	(0.05)	(0.02)	(0.04)	(0.06)	(0.05)	(0.02)	(0.06)	(0.06)	(0.06)
<b>Net funding transferred to renewals reserves</b>	-	<b>0.05</b>	<b>0.04</b>	<b>0.07</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.07</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>

# Governance

## WHAT WE DO

Support excellent governance and sound leadership.

- Council and committee meetings.
- Community board meetings.
- Local elections.
- Civic functions.

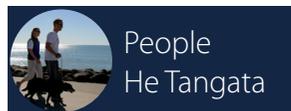
The governance service supports the Mayor, councillors and community board members to be effective, representative and accountable decision-makers. We facilitate and administer Council, committee and community board meetings and coordinate a range of civic functions. We also manage local authority elections.

We make sure that people have easy access to the information they need to be involved in Council decision-making.

## WHY WE DO IT

Under the Local Government Act, 2002, elected members must represent their communities and make decisions in an open, transparent and accountable manner. The Council's governance service ensures the Council makes quality decisions in accordance with statutory requirements.

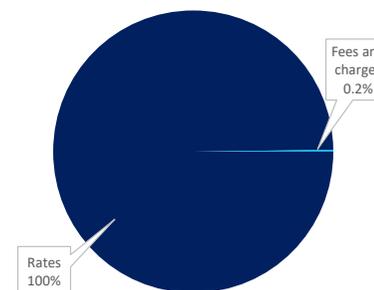
Robust decision-making processes that are aligned with our key strategic aims supports the Council's vision of *Building a Lifestyle Capital – putting people first*.



In particular, providing a democratic system of governance, through elections and consultation processes, *promotes putting people first - aroha ki te tangata*. This enables the Council to fulfil its vision for the district.

## HOW WE PAY FOR IT

The service is funded through general rates.



## OUR PLANS

Central Government reviews of legislation affecting local government are ongoing. Over the next 10 years, there will likely be Central Government directives on the design and function of local government. This may include legislative changes that directly affect the role and functions of the Council. We will actively monitor and respond to any changes in legislation that affects how the Council works and the services we provide.

Increased interest in the Council's decision making process means we will also be looking at new ways for our communities to be involved in Council decision-making.

It is also proposed to participate in the CouncilMARK programme starting in 2018 and subsequently every three years at an estimated cost of \$100,000 over the life of this LTP 2018-2028.

### CHANGES TO LEVELS OF SERVICE

There are no proposed changes to levels of service.

### EFFECTS ON THE COMMUNITY

The governance service supports an engaged community that participates in the democratic process. There are no negative effects associated with this service.

### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We effectively manage local elections in accordance with statutory requirements.	Elections and polls comply with the provisions of the Local Electoral Act 2001 and are without successful petitions for inquiry into the conduct of elections.	Achieved	*	Full compliance	*	Full compliance when applicable
Council processes comply with statutory requirements.	The Long-Term Plan, Annual Plan and Annual Report are each adopted within statutory timeframes.	Achieved	Full compliance	Full compliance	Full compliance	Full compliance
	Meeting agendas are available as specified by legislation.	Achieved	Full compliance	Full compliance	Full compliance	Full compliance

\* No triennial elections in this year.

## Governance

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	6.09	4.29	4.62	4.63	4.62	4.96	4.84	5.00	5.37	5.21	5.39
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	0.08	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating funding (A)</b>	<b>6.17</b>	<b>4.30</b>	<b>4.62</b>	<b>4.64</b>	<b>4.63</b>	<b>4.97</b>	<b>4.84</b>	<b>5.01</b>	<b>5.37</b>	<b>5.22</b>	<b>5.40</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(2.58)	(2.04)	(2.29)	(2.25)	(2.17)	(2.46)	(2.28)	(2.38)	(2.68)	(2.49)	(2.62)
Finance costs	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Internal charges and overheads applied	(3.10)	(2.21)	(2.28)	(2.31)	(2.40)	(2.45)	(2.51)	(2.55)	(2.64)	(2.67)	(2.72)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(5.68)</b>	<b>(4.26)</b>	<b>(4.59)</b>	<b>(4.58)</b>	<b>(4.59)</b>	<b>(4.93)</b>	<b>(4.80)</b>	<b>(4.95)</b>	<b>(5.34)</b>	<b>(5.18)</b>	<b>(5.36)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>0.49</b>	<b>0.04</b>	<b>0.03</b>	<b>0.06</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.06</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>-</b>	<b>-</b>	<b>(0.01)</b>								

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
(Increase)/decrease in reserves	(0.49)	(0.04)	(0.03)	(0.05)	(0.03)	(0.03)	(0.03)	(0.05)	(0.03)	(0.03)	(0.03)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(0.49)</b>	<b>(0.04)</b>	<b>(0.03)</b>	<b>(0.05)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.05)</b>	<b>(0.03)</b>	<b>(0.03)</b>	<b>(0.03)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(0.49)</b>	<b>(0.04)</b>	<b>(0.03)</b>	<b>(0.06)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.06)</b>	<b>(0.04)</b>	<b>(0.04)</b>	<b>(0.04)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

Other information to be provided

Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	-	0.12	0.13	0.13	0.13	0.14	0.14	0.14	0.15	0.15	0.15
<i>less deferred/unfunded</i>	-	(0.08)	(0.10)	(0.08)	(0.10)	(0.12)	(0.11)	(0.09)	(0.13)	(0.12)	(0.13)
<b>Net funding transferred to renewals reserves</b>	<b>-</b>	<b>0.04</b>	<b>0.03</b>	<b>0.05</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>	<b>0.05</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>

# Management of Investments and Funding

## WHAT WE DO

Develop and protect key Council funding sources.

- Perpetual Investment Fund (PIF).
- Equity investments.
- Council-controlled organisation activity.
- Property leases and agreements.
- Forestry.

This service manages all Council-owned investments, all income not assigned to other Council activities and all of Council's borrowing. This includes:

- The Council's PIF, managed by the New Plymouth PIF Guardians Ltd.
- One hundred per cent ownership of Papa Rererangi i Puketapu Limited, the Council-Controlled Organisation that runs the New Plymouth Airport.
- Administration of 1,500 property leases and agreements.
- Production forestry on Council-owned land and three joint venture forestry investments.
- Minor equity investments in Civic Assurance Limited and the Local Government Funding Agency.

## WHY WE DO IT

Managing Council investments and borrowing responsibly contributes directly to the Council's strategic vision of *Building a Lifestyle Capital – putting people first, caring for our place, and supporting a prosperous community.*



Developing and protecting funding in addition to income from rates contributes to the Council's capacity to develop the district.

## HOW WE PAY FOR IT

This service is funded by returns from the Council's investments. The service generates a surplus which is used as an offset against general rates.

## OUR PLANS

The Council has a robust Treasury Management Policy which dictates how we manage our borrowings. The majority of the Council's borrowing is at fixed interest rates. Currently, the average fixed-term rate is approximately five years, which ensures the Council's interest rate remains on or below six per cent for the first five years of the LTP.

The Council currently has external borrowings greater than \$110m. Based on planned future infrastructure investments, this will grow over the life of this Plan. However, this level of borrowing is moderate for a council the size of the New Plymouth District Council.

## Management of Investments and Funding

Over the life of the plan, the Council-Controlled Organisation Papa Rererangi i Puketapu Limited will begin building the new terminal planned for the New Plymouth Airport. This is a major project, with risk similar to any major construction project, and will be funded by Council borrowing. We anticipate revenue from landing charges and other commercial revenue will be sufficient to service the loan debt.

Our intention is that the return from the PIF will be maintained at 3.3 per cent (plus Consumer Price Index inflation, plus management fees and costs) over the term of the plan.

### CHANGES TO LEVELS OF SERVICE

There are no changes to existing levels of service over the life of the LTP 2018-2028.

### EFFECTS ON THE COMMUNITY

The activities of this service ensure responsible management of Council investments and borrowings. There are no significant negative effects identified from this activity.

### WHAT YOU CAN EXPECT FROM US

Level of Service	Performance Measure	Latest Result 2016/17	Target 2018/19	Target 2019/20	Target 2020/21	By 2027/28
We manage the Perpetual Investment Fund (PIF) to provide sustainable Council revenue.	The annual return from the PIF received by the Council.	5.9%*	3.3% + CPI + management fees and costs	3.3% + CPI + management fees and costs	3.3% + CPI + management fees and costs	3.3% + CPI + management fees and costs
We manage the Council's borrowing programme in accordance with the Liability Management Policy.	Debt levels comply with limits set by policy.	All measures met	All measures met	All measures met	All measures met	All measures met

\* To align with the new target, this result has been changed from the Annual Report 2016/17.

## Management of Investments and Funding

### FUNDING IMPACT STATEMENT

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual charges, rates penalties	(6.92)	(9.16)	(9.70)	(9.98)	(9.66)	(9.50)	(9.44)	(9.04)	(8.88)	(9.97)	(10.18)
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	4.15	2.25	2.36	2.52	2.69	2.82	3.10	3.23	3.44	3.75	4.09
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	11.25	11.76	12.52	12.80	13.09	13.54	13.79	14.11	14.42	14.66	14.87
<b>Total operating funding (A)</b>	<b>8.48</b>	<b>4.86</b>	<b>5.19</b>	<b>5.35</b>	<b>6.11</b>	<b>6.86</b>	<b>7.46</b>	<b>8.30</b>	<b>8.99</b>	<b>8.43</b>	<b>8.78</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	(4.20)	(1.49)	(1.51)	(1.55)	(1.55)	(1.61)	(1.69)	(1.69)	(1.74)	(1.80)	(1.83)
Finance costs	(0.01)	(1.06)	(1.26)	(1.31)	(1.46)	(2.14)	(2.10)	(2.09)	(2.07)	(1.47)	(1.10)
Internal charges and overheads applied	(0.60)	(0.32)	(0.33)	(0.34)	(0.35)	(0.35)	(0.36)	(0.36)	(0.36)	(0.37)	(0.37)
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>(4.81)</b>	<b>(2.87)</b>	<b>(3.10)</b>	<b>(3.19)</b>	<b>(3.35)</b>	<b>(4.11)</b>	<b>(4.14)</b>	<b>(4.13)</b>	<b>(4.17)</b>	<b>(3.63)</b>	<b>(3.30)</b>
<b>Surplus/(deficit) of operating funding (A - B)</b>	<b>3.67</b>	<b>1.99</b>	<b>2.09</b>	<b>2.15</b>	<b>2.76</b>	<b>2.75</b>	<b>3.31</b>	<b>4.16</b>	<b>4.81</b>	<b>4.80</b>	<b>5.48</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(0.68)	(0.26)	(0.25)	(0.14)	(0.53)	(0.32)	(0.57)	(1.12)	(1.47)	(1.10)	(1.26)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>(0.68)</b>	<b>(0.26)</b>	<b>(0.25)</b>	<b>(0.14)</b>	<b>(0.53)</b>	<b>(0.32)</b>	<b>(0.57)</b>	<b>(1.12)</b>	<b>(1.47)</b>	<b>(1.10)</b>	<b>(1.26)</b>

## Management of Investments and Funding

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	(0.05)	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
(Increase)/decrease in reserves	(2.94)	(1.73)	(1.84)	(2.02)	(2.23)	(2.43)	(2.74)	(3.04)	(3.35)	(3.71)	(4.22)
(Increase)/decrease of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(2.99)</b>	<b>(1.73)</b>	<b>(1.84)</b>	<b>(2.02)</b>	<b>(2.23)</b>	<b>(2.43)</b>	<b>(2.74)</b>	<b>(3.04)</b>	<b>(3.35)</b>	<b>(3.71)</b>	<b>(4.22)</b>
<b>Surplus/(deficit) of capital funding (C - D)</b>	<b>(3.67)</b>	<b>(1.99)</b>	<b>(2.09)</b>	<b>(2.15)</b>	<b>(2.76)</b>	<b>(2.75)</b>	<b>(3.31)</b>	<b>(4.16)</b>	<b>(4.81)</b>	<b>(4.80)</b>	<b>(5.48)</b>
<b>Funding balance (A - B) + (C - D)</b>	<b>-</b>										

### Other information to be provided

#### Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

	A/Plan 2017/18 (\$m)	Budget 2018/19 (\$m)	Budget 2019/20 (\$m)	Budget 2020/21 (\$m)	Budget 2021/22 (\$m)	Budget 2022/23 (\$m)	Budget 2023/24 (\$m)	Budget 2024/25 (\$m)	Budget 2025/26 (\$m)	Budget 2026/27 (\$m)	Budget 2027/28 (\$m)
<b>Depreciation and amortisation expense</b>											
Depreciation expense	0.03	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.05
less deferred/unfunded	-	(0.01)	(0.02)	(0.01)	(0.02)	(0.03)	(0.02)	(0.01)	(0.03)	(0.03)	(0.03)
<b>Net funding transferred to renewals reserves</b>	<b>0.03</b>	<b>0.02</b>	<b>0.02</b>	<b>0.03</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>	<b>0.03</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>