

SERVICE PERFORMANCE

- 27 Corporate and Customer Services Group
- 35 Economic and Regulatory Services Group
- 47 Infrastructure Services Group
- 62 Castlecorp Group



Corporate and Customer Services Group

Overview of group

The Corporate and Customer Services Group underpins council's democratic processes and provides policy and priorities for strategic direction, advocacy, and delivery of services to best meet the community's needs.

Significant emphasis is being placed on a 'whole of council' approach to customer service and continuous improvement.

This group is central to ensuring that Rotorua District Council services are contributing towards the promotion of the council objectives and improving social, cultural, economic and environmental wellbeing for the people of the district.

Procurement processes continue to be a key focus enabling council to hold rates over recent years to levels well below CPI. More gains are expected in this area based on greater use of 'whole of government' contracts that are being made available to Local Government.

This group is made up of the following activities:

- Community Engagement and Support, which includes:
 - Community grants
 - Halls and Community House
 - Policy and Resources
 - Community arts
 - Community safety
 - Youth activities
- District Library
- Emergency Management/Rural Fire
- Governance and Strategic Direction, which includes:
 - Chief Executive Group
 - Corporate planning and support
 - Corporate property
 - Customer Centre
 - Democracy
 - Financial Services
 - Human Resources
 - Information Services
 - Kaupapa Maori
 - Land information services
 - Pensioner housing
 - Procurement and Sustainability
 - Records

Contribution to Community Outcomes

Visionary community leadership



- Rotorua communities have a clear vision for sustainable development, prosperity and wellbeing.
- Communities are informed and engaged in planning and developing the district's future.
- Organisations and communities work together at all levels to achieve shared outcome.
- Maori are respected as partners in decision-making and have a voice in issues affecting the district.

Safe and caring



- Safe homes and streets
- Fewer road accidents
- Organisations working together on agreed priorities
- Providing safe public spaces
- Families and whanau work, play and talk together
- Strong sense of community spirit
- Respect for cultural diversity/strengthening relationships between all cultures
- Support for new New Zealanders to become part of the Rotorua community
- Support for young people and older people

Prosperous economy



- Encouraging private enterprise
- Enhancing tourism as an iconic sector of Rotorua's economy
- Encouraging development of Māori land and resources
- Reducing unemployment rate
- More investment in our district
- More employment opportunities
- More new business
- Celebrating and promoting our district's unique qualities
- Encouraging growth
- An attractive and lively city centre
- Sustainable development

Excellent facilities and services



- Easy to get from place to place
- Good, safe, maintained services and facilities
- Provision of good quality event, conference and tourism facilities
- Good quality infrastructure for future
- Excellent reliable communication infrastructure
- A great trans-Tasman airport

Corporate and Customer Services Group cont.

Contribution to Community Outcomes cont.

Living Maori culture



- Preservation and sustainable development of Maori resources
- Respecting Te Arawa as part of the unique heritage of Rotorua district
- Celebrating and nurturing traditional Maori culture
- Maori are respected as partners in decision-making and have a voice in issues affecting the District

Thriving



- Lots of events including sporting, cultural, festivals, arts
- Leading edge activities and events
- Foster artistic expression, art, music, dancing, public performances and exhibitions
- Great facilities to visit e.g. museum, arts village, aquatic centre

Learning



- Learning activities accessible for everyone

Large budget variances explained

Governance and Strategic Direction

Due to changes following the review of services provided by Property Services, this activity now includes pensioner housing, community halls and Community House. The campground previously acquired as part of the airport development and consenting has been moved to the Property Services area for operational purposes.

Information Services projects are focused on supporting Council's Lean Thinking initiatives and better customer services through mobile solutions and e-service offerings via Council's websites.

Re-roofing of the building at 149 Lake Road (\$40,000) has been deferred pending sale of the property.

Re-carpeting of the Council Chamber in the Civic Centre of \$41,000 has been deferred.

Community Engagement and Support

Community halls, pensioner housing and Community House have been removed from this activity. These services are now being managed centrally in the Property Services department. The Property Services department is included in the Governance and Strategic Direction activity.

Council is looking to partner with the Rotorua Continuing Care Trust to redevelop a portion of the Rawhiti complex on Miller Street. This proposal is set out in detail in the major issues section earlier in this Annual Plan.

As part of a proposal to improve services provided to the CBD, the cost of Safe City Guardians has moved to the Economic Development/ICE activity for the 2013/14 financial year.

Council determined that 1% of all capital expenditure projects would be used to enhance public art in these capital projects or at key locations in the city. A policy is currently being developed for implementation in the 2013/14 year.

District Library

Some re-carpeting proposed for 2013/14 has been undertaken in the 2012/13 financial year. Approximately \$376,000 of renewals were proposed in the Long-term Plan for the library in the 2013/14 year. Following careful review of these projects, all have been postponed until 2014/15, except the re-carpeting previously noted.

Corporate and Customer Services Group

cont.

Funding impact statement

	Annual Plan 2013/14	LTP 2013/14	LTP 2012/13
<i>\$ in thousands</i>			
Sources of operating funding			
General rates, uniform annual general charges, rates penalties	5,678	9099	8713
Targeted rates (other than a targeted rate for water supply)	51	53	52
Subsidies and grants for operating purposes	70	102	157
Fees, charges and targeted rates for water supply	2,146	104	101
Internal charges and overheads recovered	0	13,763	13,261
Local authorities fuel tax, fines, infringement fees and other receipts	554	2,339	2,224
Total operating funding	8,499	25,460	24,508
Applications of operating funding			
Payments to staff and suppliers	5,542	18,581	18,205
Finance costs	485	648	632
Internal charges and overheads applied	0	4,201	4,085
Other operating funding applications	0	0	0
Total applications of operating funding	6,027	23,430	22,922
Surplus/(deficit) of operating funding	2,472	2,030	1,586
Sources of capital funding			
Subsidies and grants for capital expenditure	0	0	0
Development and financial contributions	0	8	8
Increase/(decrease) in debt	(198)	816	765
Gross proceeds from sale of assets	0	0	0
Lump sum contributions	0	0	0
Total sources of capital funding	(198)	824	773
Applications of capital funding			
Capital expenditure			
- to meet additional demand	0	0	0
- to improve the level of service	0	816	830
- to replace existing assets	2,274	2,122	1,700
Increase/(decrease) in reserves	0	(84)	(171)
Increase/(decrease) in investments	0	0	0
Total applications of capital funding	2,274	2,854	2,359
Surplus/(deficit) of capital funding	(2,472)	(2,030)	(1,586)
Funding balance	0	0	0

Note:

Council has changed presentation of the funding impact statement by removing 'internal charges and overheads recovered' from the total operating funding. If included, the following figures would have been:

Internal charges and overheads recovered	15,390
Total operating funding	23,889
Payments to staff and suppliers	19,847
Internal charges and overheads applied	1,085
Total applications of operating funding	21,417

Surplus/(deficit) of operating funding remains the same.

Community Engagement and Support

Purpose

To provide activities and services that help communities achieve their objectives, build their capacity, strengthen their identity, and ensure their sustainability including financial support via grants for services. In addition this activity provides for the distribution of council funding through the

Community Asset Development Fund, Community Grants, Creative Communities and Community Crime Prevention Funds. Council considers the facilities and services provided in this area to be important community 'infrastructure' in terms of the purpose of the Local Government Act (LGA).

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide networks which grow and sustain a strong and empowered Rotorua community through projects including: research, programmes, events, services, resources, maintaining local, regional, national and international networks and relationships	Number of community development projects delivered each year.	6	6
Work towards making Rotorua district safer and more connected, through a reduction in crime and injury statistics.	Maintain Safe Community accreditation	Achieved	Achieved
	85% of residents who feel Rotorua is definitely or mostly a safe place to live	85%	85%
Provide support for character building/relationship building through programmes/networks aimed at Rotorua's young people	Four youth development projects are delivered each year.	4	4
	Ten Youth Council meetings each year.	10	10

Activity statement

\$ in thousands	Annual Plan		LTP	LTP
	2013/14	2012/13	2013/14	2013/14
Revenue				
Fees and charges	0	(79)	(82)	
Subsidies and grants	(47)	(149)	(94)	
Other revenue	0	(31)	(32)	
	(47)	(259)	(207)	
Expenses				
Personnel costs	517	457	472	
Operating expenses	936	1,266	1,231	
Finance costs	0	52	54	
Overhead	288	417	430	
	1,741	2,193	2,186	
Operating net cost of service	1,693	1,934	1,979	
Capital expenditure				
Capital replacements	0	88	161	
	0	88	161	
Rates required/net cost of service	1,693	2,022	2,140	
Funded by rates	(1,693)	(2,022)	(2,140)	

This activity is funded from general rates.

Capital expenditure

There is no capital expenditure planned for this activity as pensioner housing, community halls and Community House have been moved to the Governance and Strategic Direction activity.

District Library

Purpose

To provide education, information, cultural and recreational resources; to minimise economic, social and cultural barriers to information access for the people of Rotorua District. In performing its

role Council must have particular regard to the contribution that the library provides as a core service to our community.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Library readily accessible to residents and visitors and meets the needs of the community.	60% of the population are members of the library.	60%	60%
	75% of households have used the library in the last 12 months.	75%	75%
	85% of residents are very/fairly satisfied with the level of service.	85%	85%
Maintain a collection of local Maori and European print resources for reference and study.	3% of overall book collection budget dedicated to purchase of Maori and European print resource.	3%	3%
Maintain collections of fiction and non fiction for information, education and recreation.	Average annual items issued per capita.	10	10
	0.2 items purchased per annum per capita.	0.20	0.20
Provide events that reflect the art and cultural interest of the community with a specific focus on literacy.	Four children's programmes per year.	4	4
	Two teens' programmes per year.	2	2
	Two 'Rhyme 'n' Rumpus sessions per week during term time.	2	2
	Six guest authors per year	6	6
	Number of total visits to the Library per year.	390,000	390,000

Activity statement

<i>\$ in thousands</i>	Annual Plan 2013/14	LTP 2012/13	LTP 2013/14
Revenue			
Fees and charges	(249)	(281)	(290)
Subsidies and grants	(8)	(8)	(8)
Other revenue	(103)	(87)	(90)
	(360)	(376)	(388)
Expenses			
Personnel costs	1,712	1,638	1,666
Operating expenses	713	750	773
Finance costs	124	186	193
Overhead	599	691	714
	3,148	3,265	3,346
Operating net cost of service	2,787	2,889	2,959

Activity statement cont.

<i>\$ in thousands</i>	Annual Plan 2013/14	LTP 2012/13	LTP 2013/14
Capital expenditure			
Capital acquisitions	0	10	0
Capital replacements	600	638	970
	600	648	970
Rates required/net cost of service	3,388	3,536	3,929
Funded by rates	(3,388)	(3,536)	(3,929)
This activity is funded from general rates.			
Capital expenditure			
	<i>\$ in thousands</i>		
Library books	Renewal	600	
Total			600

Emergency Management

Purpose

To provide for Council's statutory responsibilities in respect of Civil Defence at both a local (district) level and a regional level through the Bay of Plenty Civil Defence Emergency Management Group.

To provide funding and training for three volunteer rural fire services at Tarawera, West Rotoiti and

Okareka. This service is delivered by Castlecorp. In performing its role Council must have particular regard to the contribution that rural fire and Emergency Management makes to our community as a core service to avoid and mitigate natural hazards.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Coordinate and manage Emergency Management in the Rotorua district, working collaboratively with other emergency management agencies. [Reduction, Readiness, Response & Recovery]	1 locally run exercise each year (desk top) and 1 full mobilisation of local EOC.	1 local exercise 1 full mobilisation	1 local exercise 1 full mobilisation
	100% availability of Emergency Management Co-ordinator or acting EMC	100%	100%
	100% of personnel are trained to the level appropriate for their CD role.	100%	100%
Improve community and organisational awareness of hazards and raise the capacity of Rotorua district to manage them. [Reduction & Readiness]	90% of attendees at education programmes very/fairly satisfied with mode of delivery.	90%	90%
	50% of residential homes with plans and kits.	50%	50%
Protection of people, property and the environment from the hazards of fire by prevention, suppression and control in rural areas.	All rural fire forces trained and equipped.	Achieved	Achieved
	Database of current fire permits kept up to date.	Achieved	Achieved
	Fire plan updated and certified by 1 October annually.	Achieved	Achieved

Activity statement

<i>\$ in thousands</i>	Annual Plan 2013/14	LTP 2012/13	LTP 2013/14
Revenue			
Fees and charges	0	0	0
Subsidies and grants	0	(8)	(8)
Other revenue	0	0	0
	0	(8)	(8)
Expenses			
Personnel costs	85	108	111
Operating expenses	408	271	279
Finance costs	1	3	3
Overhead	103	293	306
	597	675	699
Operating net cost of service	597	667	691

Activity statement cont.

<i>\$ in thousands</i>	Annual Plan 2013/14	LTP 2012/13	LTP 2013/14
Capital expenditure			
Capital acquisitions	0	0	4
Capital replacements	28	35	32
	28	35	35
Capital funding			
Loans raised/(repaid)	(16)	0	0
	(16)	0	0
Rates required/net cost of service	641	702	726
Funded by rates	(641)	(702)	(726)

This activity is funded from general rates.

Capital expenditure

<i>\$ in thousands</i>		
Rural fire – plant and equipment	Renewal	28
Total		28

Governance and Strategic Direction

Purpose

This activity covers a range of specific functions and is also the home of corporate leadership, planning and the technical and administrative support for Council's many services. The focus areas include:

- Chief Executive Group
- Corporate planning and support
- Corporate property
- Customer Centre
- Democracy
- Financial Services
- Human Resources
- Information services
- Kaupapa Maori
- Land information services
- Pensioner housing
- Procurement and Sustainability
- Records

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide sound analysis and advice to better engage with communities on Council decisions related to the strategic direction of Rotorua.	70% of residents are very/fairly satisfied with how rates are spent on services and facilities provided by Council	70%	70%
	60% of residents strongly approve/approve of the decisions and or actions Council makes	60%	60%
	55% of residents are very/fairly satisfied with the quality of information Council provides	55%	55%
Encourage the preservation and sustainable development of Maori resources	Two mana whenua plans funded each year	2	2
Foster partnerships between Council and Maori on matters of mutual interest	Six protocol meetings each year between Maori and Council to discuss matters of mutual interest	6	6
Provide affordable/sustainable housing to Rotorua's older people on low incomes, for housing not funded through rates.	Rental income covers 100% of operations costs.	Achieved	Achieved
	85% of tenants rate their units as good/very good in two-yearly satisfaction surveys.	N/A	85%

Governance and Strategic Direction cont.

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(1,897)	(1,539)	(1,632)
Subsidies and grants	(15)	0	0
Other revenue	(451)	(343)	(353)
	(2,363)	(1,882)	(1,986)
Expenses			
Personnel costs	7,860	8,280	8,473
Operating expenses	7,616	5,810	5,889
Finance costs	360	253	260
Overhead	(15,293)	2,433	1,261
	543	16,776	15,881
Operating net cost of service	(1,820)	14,894	13,895
Capital expenditure			
Capital acquisitions	0	820	812
Capital replacements	1,646	939	958
	1,646	1,759	1,770
Capital funding			
Loans raised/(repaid)	(182)	0	0
	(182)	0	0
Rates required/net cost of service	8	16,653	15,665
Funded by rates	(8)	(16,653)	(15,665)

This activity is funded from general rates.

Capital expenditure

\$ in thousands		
Corporate property		
Civic building renewals	Renewal	33
Community House and halls asset replacements	Renewal	145
Vaughan Road depot plant renewals	Renewal	17
Information services		
Replacement core software	Renewal	760
New core hardware	Renewal	100
Replacement core hardware	Renewal	399
Land information services		
District wide orthophotography	Renewal	88
Core new software LIDAR	Renewal	21
Pensioner housing		
Building upgrade	Renewal	83
Total		1,646

Economic and Regulatory Services Group

Overview of group

The Economic and Regulatory Services Group underpins Council's refreshed focus on a 'whole of council' approach to sustainable economic growth positioning itself in the best position possible to fulfil its critical role as a major influencer of Rotorua's sustainable economic growth environment.

Significant emphasis, through Economic and Regulatory Services activities is being placed on Rotorua District Council contributing to the roles identified in the Rotorua Sustainable Economic Growth Strategy.

At a high level, Rotorua District Council's role is focussed on four main areas:

1. Setting a clear sustainable economic growth strategic direction;
2. Creating an enabling regulatory policy environment that takes a sustainable approach to management of the district's physical and natural environment while supporting strategic direction;
3. Investing in Infrastructure and services that support development of the strategic direction (including a focus on the Rotorua CBD);
4. Backing this approach with a customer friendly, can-do approach to delivery of services related to the strategic direction.

The Economic and Regulatory Services Group contributes to Rotorua District Council's role through the following key areas:

- Alignment of regulatory and land-use planning policy with the sustainable growth strategy of the district.
- Creation of an enabling regulatory function with a focus on an effective, efficient and customer-friendly can-do approach to doing business.
- Promotion of the destination as a great place to visit, live, work, invest and do business.

- Committing resources to sustainable economic growth initiatives in areas where Rotorua has a sustainable competitive advantage and where Rotorua District Council can genuinely influence outcomes in a manner that will complement and/or stimulate private sector investment opportunities.
- A set of integrated CBD focussed actions and investments designed to contribute to the vision of "creating a public space where residents and visitors can enjoy recreation, outdoor dining, retailing and entertainment activities within a safe and attractive setting."
- Provision of high quality conference and event facilities and management services for the Rotorua community which support endeavours to attract large, high-yield local, regional, national and international events and conferences.
- Provision of a world class museum experience.
- Reducing the net cost to the ratepayer of those functions that can operate on a more commercially sustainable basis.
- Leading alignment of local sustainable economic growth plans and initiatives with key players at the regional and national level.
- Supporting the efforts of external sector focussed entities charged with assisting in the creation of a sustainable economic growth environment, including the Rotorua Tourism Committee and the economic development council controlled organisation, Grow Rotorua Ltd.

This group is made up of the following activities of Council:

- Building Services
- Economic Development (Inner City Enterprises, City Services, Destination Rotorua Marketing, Travel Office)
- Planning Services
- Regulatory Services; (parking enforcement, health inspection including noise, liquor licensing and Animal Control)
- Events & Venues Rotorua
- Rotorua Museum - Te Whare Taonga o Te Arawa

Economic and Regulatory Services

Group cont.

Contribution to community outcomes

Safe and caring



- Safe homes and streets
- Fewer road accidents
- Organisations working together on agreed priorities
- Providing safe public spaces
- Families and whanau work, play and talk together
- Strong sense of community spirit
- Respect for cultural diversity/strengthening relationships between all cultures
- Support for new New Zealanders to become part of the Rotorua community
- Support for young people and older people`

Prosperous economy



- Encouraging private enterprise
- Enhancing tourism as an iconic sector of Rotorua's economy
- Encouraging development of Māori land and resources
- Reducing unemployment rate
- More investment in our district
- More employment opportunities
- More new business
- Celebrating and promoting our district's unique qualities
- Encouraging growth
- An attractive and lively city centre
- Sustainable development

Environment



- Looking after our air, land and water resources
- Improved lake water quality
- Beautiful, litter-free urban environments
- Waste reduction, re-use and recycling
- Kaitiakitanga (guardianship)
- People using and enjoying our natural environment
- Historical sites and buildings are protected and promoted
- Managing and protecting geothermal resources and our springs, trout, lakes, forests, geysers
- Encouraging sustainable modes of transport

Excellent facilities and services



- Easy to get from place to place
- Good, safe, maintained services and facilities
- Provision of good quality event, conference and tourism facilities
- Good quality infrastructure for future
- Excellent reliable communication infrastructure
- A great trans-Tasman airport

Living Maori culture



- Preservation and sustainable development of Maori resources
- Respecting Te Arawa as part of the unique heritage of Rotorua district
- Celebrating and nurturing traditional Maori culture
- Maori are respected as partners in decision-making and have a voice in issues affecting the District

Thriving



- Lots of events including sporting, cultural, festivals, arts
- Leading edge activities and events
- Foster artistic expression, art, music, dancing, public performances and exhibitions
- Great facilities to visit e.g. museum, arts village, aquatic centre

Healthy



- Increasing recreational opportunities
- Safe drinking water
- Improved youth health
- Effective responses to developing health issues
- Warm, healthy homes

Learning



- Learning activities accessible for everyone

Economic and Regulatory Services

Group cont.

Large budget variances explained

Building Services

A small budget has been included in the Building Services activity to develop a mobile solution for inspection appointments and on-site processing. It is intended that this project will lead to more responsive and quicker site checks for new developments and alignment with the government's on-line consenting system.

Economic Development

As previously noted, council is looking to provide a stronger 'whole of Council' approach to service provision in the CBD. Central to this proposal is:

- removal of the pay parking system and its replacement with time monitoring parking technology. The emphasis then is for Council to manage enforcement to ensure positive parking outcomes are achieved e.g. proper turnover of parking spaces and shifting long stay parkers (people who work in the CBD) to the CBD fringe or to the car parking building.
- establishment of an Inner City Enterprises (ICE) entity that integrates the planning and implementation of CBD revitalisation projects with the on-the-ground operations of street cleaning, safe city guardians, security camera network and activities of the parking wardens. Originally it was proposed to purchase 1251 Tutaneikai Street to provide a base for this department's operations, however as a consequence of public consultation, council decided not to proceed with this purchase. The ICE department will now operate a customer service from the current City Focus.

The annual operational cost of the proposed changes, including the loss of parking meter revenue, is expected to be approximately \$400,000.

Inner City Enterprises also includes a \$1 million budget for joint venture marketing of international air services for the airport, and \$800,000 towards the funding of Grow Rotorua Ltd.

Eat Street

Council previously established \$1.6 million to complete a major project through Eat Street. The commencement of this project has been delayed until the start of 2013/14.

Events and Venues Rotorua

Budget proposed for corporate lounge furniture (\$23,000) for the International Stadium has been removed from the 2013/14 budget.

Museum

The lighting project proposed to be funded by the Museum Centennial Trust has been removed from the budget for 2013/14.

Economic and Regulatory Services Group cont.

Funding impact statement

	Annual Plan 2013/14	LTP 2013/14	LTP 2012/13
<i>\$ in thousands</i>			
Sources of operating funding			
General rates, uniform annual general charges, rates penalties	12,016	11,464	11,379
Targeted rates (other than a targeted rate for water supply)	5,203	3,899	4,852
Subsidies and grants for operating purposes	580	309	300
Fees, charges and targeted rates for water supply	9,350	3,132	2,931
Internal charges and overheads recovered	0	3,232	3,131
Local authorities fuel tax, fines, infringement fees and other receipts	3,516	9,513	8,927
Total operating funding	30,665	31,549	31,520
Applications of operating funding			
Payments to staff and suppliers	28,599	21,122	22,142
Finance costs	884	796	775
Internal charges and overheads applied	0	8,428	8,110
Other operating funding applications	0	0	0
Total applications of operating funding	29,483	30,346	31,027
Surplus/(deficit) of operating funding	1,182	1,203	493
Sources of capital funding			
Subsidies and grants for capital expenditure	0	1,321	2,400
Development and financial contributions	0	40	39
Increase/(decrease) in debt	3,406	33	(892)
Gross proceeds from sale of assets	0	0	0
Lump sum contributions	0	0	0
Total sources of capital funding	3,406	1,394	1,547
Applications of capital funding			
Capital expenditure			
- to meet additional demand	0	9	8
- to improve the level of service	3,551	1,345	1,500
- to replace existing assets	1,037	1,237	526
Increase/(decrease) in reserves	0	6	6
Increase/(decrease) in investments	0	0	0
Total applications of capital funding	4,588	2,597	2,040
Surplus/(deficit) of capital funding	(1,182)	(1,203)	(493)
Funding balance	0	0	0

Note:

Council has changed presentation of the funding impact statement by removing 'internal charges and overheads recovered' from the total operating funding. If included, the following figures would have been:

Internal charges and overheads recovered	925
Total operating funding	31,590
Payments to staff and suppliers	23,707
Internal charges and overheads applied	5,817
Total applications of operating funding	30,408

Surplus/(deficit) of operating funding remains the same.

Building Services

Purpose

To provide administration of the Building Act and Fencing of Swimming Pools Act involving approval of building consents, inspecting and certifying of building work and swimming pools. In performing

its role Council must have particular regard to the contribution that this core service makes to our community to avoid and mitigate natural hazards.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Buildings are constructed and maintained so people can use them safely.	Percentage of PIMs, building consents processed within statutory timeframe of 20 working days.	40% on or before day 10 60% on or before day 15 96% on or before day 19 100% on or before day 20	40% on or before day 10 60% on or before day 15 100% on or before day 19
Work towards making Rotorua district safer and more connected, through a reduction in crime and injury statistics.	Inspections undertaken within: 60% within 24 hours 80% within 48 hours 100% within 72 hours	60% within 24 hours 80% within 48 hours 100% within 72 hours	60% within 24 hours 80% within 48 hours 100% within 72 hours
	Full accreditation without limitations under the Building Act 2004 is maintained.	Achieved	Achieved
	25% of all premises in Rotorua district audited annually for compliance with building warrant of fitness.	Achieved	Achieved
	Percentage of industry/customers who are very/fairly satisfied with building consent process.	5% increase on previous year used as baseline	5% increase on previous year used as baseline
Dangerous and insanitary buildings are dealt with to maintain public safety.	All complaints investigated within 72 hours.	100%	100%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(1,650)	(1,693)	(1,859)
Subsidies and grants	0	0	0
Other revenue	(7)	(7)	(7)
	(1,657)	(1,700)	(1,866)
Expenses			
Personnel costs	1,200	1,004	1,062
Operating expenses	324	292	207
Finance costs	0	0	0
Overhead	306	676	710
	1,831	1,972	1,979
Operating net cost of service	173	272	113

Activity statement cont.

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Capital expenditure			
Capital acquisitions	25	0	0
	25	0	0
Rates required/net cost of service	198	272	113
Funded by rates	(198)	(272)	(113)
This activity is funded from general rates.			
Capital expenditure			
	\$ in thousands		
Mobile equipment		Renewal	25
Total			25

Economic Development

Purpose

To promote Rotorua as a great place to visit, live, work, invest and do business. This involves committing resources to sustainable economic growth initiatives in areas where Rotorua has a sustainable competitive advantage and where Rotorua District Council can genuinely influence outcomes in a manner that will complement and/or stimulate private sector investment opportunities.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide and maintain services and a presence that adds to a feeling of safety and respect within the CBD.	90% of respondents feel very safe/safe in the CBD during the day.	90%	90%
	35% of respondents feel very safe/safe in the CBD during night time.	35%	35%
Provide and maintain services and a presence that adds to a feeling of safety and respect within the CBD.	95% of residents very/fairly satisfied with appearance and cleanliness of CBD.	95%	95%
Car parking availability in CBD is managed to the satisfaction of users.	65% of residents are very/fairly satisfied with parking in the CBD.	65%	65%
Provision of public toilets in the CBD meets the expectation of users.	70% of residents are very/fairly satisfied with public toilets	70%	70%
Facilitating events at the city centre which contribute to the vibrancy of the city.	Minimum of 300 events held in the city centre annually.	300	300
	85,000 visitors through the City Focus Information centre annually.	85,000	85,000
Promote Rotorua as an exciting, vibrant, high quality destination and encourage more people to visit, to do more and to spend more.	Number of visitor arrivals to Rotorua (i.e. sum of overnight and day visitors).	3.068m	3.007m
	Number of visitor nights spent in Rotorua.	3.595m	3.485m
	Average daily expenditure per domestic visitor.	\$81	\$80
	Average daily expenditure per international visitor	\$155	\$154
	Total visitor expenditure in Rotorua.	\$538m	\$518m

Economic Development cont.

Level of service	Performance measures	2013/14 target	2012/13 target
Focus marketing efforts into: - the existing large markets of Auckland and Australia; and - the fast growing key Asian markets	Rotorua's market share of Auckland visitor nights spent in NZ regions, expressed as a percentage.	6.8%	6.5%
	Rotorua's market share of Australian visitor arrivals to NZ.	19.7%	19.6%
	Number of arrivals to Rotorua from key Asian markets (i.e. sum of day and overnight arrivals from China, Japan and Korea).	192,600	171,040
Engage with the Rotorua tourism industry in delivering the destination marketing plan.	65% average satisfaction rating within industry members around Destination Rotorua Marketing's industry communications and joint venture.	65%	65%
Encourage the Rotorua tourism industry to deliver on the promise of 'manaakitanga' (provision of exceptional hospitality) to the visitor experience.	80% average rating of satisfaction surrounding the Rotorua visitor experience.	80%	80%
Encourage the uptake of sustainability within the tourism industry.	80% of businesses advertising in primary marketing collateral are associated with the Rotorua Sustainable Tourism Charter, Qualmark and/or other tourism industry quality standard.	80%	80%
Market Rotorua nationally and internationally as a great place to live, work, invest and do business.	100% of Annual Marketing Plan implemented.	100%	100%
	Number of new Rotorua specific business enquiries generated pa	75	50
	Percentage of respondents that list Rotorua as a preferred lifestyle destination to live, work and invest	75%	60%
	Business sector satisfaction rating with live, work and invest promotion.	75%	60%
Provide mechanisms to enhance revitalisation of CBD through the Urban Design Framework/ Sustainable Economic Development strategy.	Percentage increase in CBD foot traffic.	5%	5%
Provide an accessible, informative and friendly point of contact to visitors to Rotorua.	80% of customers satisfied or very satisfied as per annual customer survey.	85%	80%
Booking services are provided to visitors to Rotorua to encourage extended length of stay and visitor spend.	Amount of commissions revenue generated by Travel Office.	\$1.6m	\$1.6m
	Percentage sales directly contributing to the Rotorua economy.	80%	75%

Economic Development cont.

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(1,011)	(1,435)	(1,480)
Subsidies and grants	(51)	(300)	(309)
Other revenue	(2,605)	(2,154)	(2,333)
	(3,667)	(3,889)	(4,123)
Expenses			
Personnel costs	3,247	2,484	2,515
Operating expenses	7,002	7,583	6,224
Finance costs	144	63	64
Overhead	2,036	1,146	1,182
	12,429	11,277	9,985
Operating net cost of service	8,762	7,388	5,862
Capital expenditure			
Capital acquisitions	3,551	600	414
Capital replacements	48	100	48
	3,599	700	462
Capital funding			
Loans raised/(repaid)	3,551	0	0
	3,551	0	0
Rates required/net cost of service	8,810	8,088	6,324
Funded by rates	(8,810)	(8,088)	(6,324)

This activity is funded from a combination of general rates (\$3,607k) and the business and economic targeted rate (\$5,203k).

Economic development also contains a \$1 million budget for joint venture marketing of the international services from the airport, and \$800,000 of funding for Grow Rotorua Ltd.

This budget is included within the operating expenses line of this activity.

Capital expenditure

\$ in thousands		
City Services Operations		
Capital purchases – CCTV	Renewal	33
Parking building automation	Level of service	287
Destination Rotorua Marketing		
Website Rotoruanz.com	Level of service	170
Economic Development		
Urban design Tutaneikai Street	Level of service	650
ICE project	Level of service	850
Eat Street	Level of service	1,594
Visitor Centre and i-Site		
Building and plant renewal	Renewal	15
Total		3,599

Events and Venues Rotorua

Purpose

To manage and maintain the Convention Centre, Energy Events Centre, Rotorua International Stadium, Soundshell and Te Runanga Tea Rooms. Also provide events attraction role for the city, operation of the equipment shed, promotion of local recreational programmes, assistance for

community events, marketing and other expenditure that is not directly related to any of the particular venues. In performing its role Council must have particular regard to the contribution that this service makes as recreational facilities and community infrastructure.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Excellent well maintained and well used venues.	85% of residents have used/visited an event venue in the last 12 months.	85%	85%
	85% of residents very/fairly satisfied with the service/facility.	85%	85%
	50% of repeat bookings from commercial clients within a three year period.	50%	50%
Encourage and promote a wide range of events and conferences with high levels of participation that add to the appeal of Rotorua by its citizens and visitors	More than 25 conferences held each year.	25	25
	More than 11,000 conference delegates attending each year.	11,000	11,000

Activity statement

	Annual Plan 2013/14	LTP 2012/13	LTP 2013/14
<i>\$ in thousands</i>			
Revenue			
Fees and charges	(2,424)	(2,322)	(2,394)
Subsidies and grants	0	0	0
Other revenue	(2)	(2)	(2)
	(2,426)	(2,324)	(2,396)
Expenses			
Personnel costs	1,651	1,528	1,576
Operating expenses	2,365	2,760	2,829
Finance costs	568	395	405
Overhead	922	2,653	2,746
	5,506	7,335	7,555
Operating net cost of service	3,080	5,012	5,159
Capital expenditure			
Capital replacements	652	245	736
	652	245	736
Capital funding			
Loans raised/(repaid)	(4)	0	0
	(4)	0	0
Rates required/net cost of service	3,737	5,257	5,894
Funded by rates	(3,737)	(5,257)	(5,894)

This activity is funded from general rates.

Capital expenditure

<i>\$ in thousands</i>		
Energy Events Centre		
Lighting/electrical replacement	Renewals	239
Mechanical and plumbing replacement	Renewal	48
Carpet replacement	Renewal	33
Electrical/security replacement	Renewal	71
Convention Centre		
Lighting and lift controller replacement	Renewal	87
Mechanical and floor coverings replacement	Renewal	22
Theatre/stage lighting/audiovisual	Renewal	91
International Stadium		
Bus zone for events	Renewal	50
Electrical	Renewal	9
Events and community programmes		
Equipment shed asset replacement	Renewal	2
Total		652

Planning Services

Purpose

To administer the District Plan and to process consent applications to ensure the quality of the environment is balanced with the need for sustainable economic growth to be enabled in accordance with the aims of the Rotorua Sustainable Economic Growth Strategy; to ensure sustainable management of natural and physical

resources and to manage adverse effects; and to guide and enhance the quality of the natural and physical environment as the district develops. In performing its role Council must have particular regard to the contribution that this core service makes to our community to avoid and mitigate natural hazards.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Timely and consistent processing of resource consent applications..	100% of non notified land use consents processed with statutory timeframe of 20 days. 40% on or before day 10 60% on or before day 15 100% on or before day 20	100%	100%
	100% of subdivision consents processed with statutory timeframe of 20 days. 10% on or before day 10 25% on or before day 15 100% on or before day 20	100%	100%
	Council is ranked within the top 20 for timeliness of consent processing.	N/A	Achieved
	Percentage of customers very/fairly satisfied with the resource consent process.	Net 5% increase on previous year's actual	Obtain baseline
Prompt responses to complaints about planning and environmental issues.	100% of complaints responded to within one working day of receipt.	100%	100%
Develop and maintain a District Plan which follows good city design principles and creates a sustainable environment for people to live, work, play and invest.	Rotorua District Plan kept current, and progressed through notification, hearings, and decision phase.	On target	Achieved

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(230)	(227)	(230)
Subsidies and grants	0	0	0
Other revenue	(28)	(27)	(28)
	(258)	(254)	(258)
Expenses			
Personnel costs	1,579	1,174	1,211
Operating expenses	746	722	744
Finance costs	0	0	0
Overhead	459	1,216	1,278
	2,784	3,111	3,233
Operating net cost of service	2,526	2,857	2,976

Activity statement cont.

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Rates required/net cost of service	2,527	2,857	2,976
Funded by rates	(2,527)	(2,857)	(2,976)

This activity is funded from general rates.

Capital expenditure

There is no capital expenditure planned for this activity.

Regulatory Services

Purpose

To enhance the public safety, health and wellbeing of residents and visitors. This activity covers a range of specific functions. Focus areas include:

- Animal Control
- Inspection
- Parking Enforcement

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide safe public places free from uncontrolled dogs and wandering stock.	100% of known dogs registered or served with a notice to register by 30 June annually.	100%	100%
	100% of complaints about wandering stock responded to immediately	100%	100%
	75% of residents very/fairly satisfied with the control of dogs.	75%	75%
Ensure district is provided with clean, safe and hygienic food premises, licensed liquor outlets, hairdressers and camping grounds.	100% of all known food premises registered.	100%	100%
	100% of all licensed premises are inspected under the Sale of Liquor Act at least once every 12 months to ensure they comply with licence requirements.	100%	100%
	80% of residents very/fairly satisfied with noise control service	80%	80%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(2,990)	(2,539)	(2,619)
Subsidies and grants	0	0	0
Other revenue	(15)	(14)	(14)
	(3,005)	(2,553)	(2,633)
Expenses			
Personnel costs	1,490	1,517	1,563
Operating expenses	838	831	857
Finance costs	2	2	2
Overhead	467	800	837
	2,797	3,150	3,258
Operating net cost of service	(208)	596	625

Activity statement cont.

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Capital expenditure			
Capital replacements	36	33	36
	36	33	36
Capital funding			
Loans raised/(repaid)	(42)	0	0
	(42)	0	0
Rates required/net cost of service	(129)	629	661
Funded by rates	129	(629)	(661)

This activity is funded from general rates.

Capital expenditure

\$ in thousands		
Parking enforcement – asset purchases	Renewal	36
Total		36

Rotorua Museum

Purpose

To provide an outstanding museum for the Rotorua community and visitors to the district. In performing its role Council must have particular regard to the

contribution that the core services make to the community.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
An outstanding museum experience, open seven days a week and free to local residents of Rotorua.	60% of households in Rotorua have used/visit the museum in the last year.	60%	60%
	80% of local residents very/fairly satisfied with the museum and its services.	80%	80%
Provide a range of learning opportunities for primary, secondary, tertiary and adult learners.	Number of public programmes (workshops/lectures) per year.	20	20
	Number of students each year participating in the LEOTC programme (curriculum based learning).	11,000	11,000
Position the Museum as a 'must see' attraction for visitors to the district, both international and domestic.	Total number of paying visitors per year.	80,000	80,000
	Average spend per paying visitor.	\$14	\$14

Activity statement

<i>\$ in thousands</i>	Annual Plan 2013/14	LTP 2012/13	LTP 2013/14
Revenue			
Fees and charges	(1,045)	(984)	(1,194)
Subsidies and grants	(529)	(2,505)	(1,429)
Other revenue	(859)	(333)	(359)
	(2,433)	(3,822)	(2,982)
Expenses			
Personnel costs	1,564	1,271	1,310
Operating expenses	1,702	1,375	1,492
Finance costs	169	235	242
Overhead	700	372	384
	4,135	3,253	3,429
Operating net cost of service	1,702	(568)	447
Capital expenditure			
Capital acquisitions	0	908	940
Capital replacements	276	148	417
	276	1,057	1,357
Capital funding			
Loans raised/(repaid)	(99)	0	0
	(99)	0	0
Rates required/net cost of service	2,077	488	1,804
Funded by rates	(2,077)	(488)	(1,804)

This activity is funded from general rates.

Capital expenditure

	<i>\$ in thousands</i>
Collection development	Renewal 9
Rotorua Stories asset replacements	Renewal 217
Retail area upgrade	Renewal 50
Total	276

Infrastructure Services Group

Overview of group

The Infrastructure Services Group covers a wide range of asset based services and facilities.

This group is important in enabling business development in the district – directly through provision of key infrastructure, and also in supporting planning and consenting processes.

Council spends a significant portion of its operating and capital expenditure budgets on these activities, which include:

- Aquatic Facilities
- Infrastructure Planning and Compliance
- Parks and Open Spaces
- Rotorua International Airport
- Stormwater and Land Drainage
- Transport
- Waste Management
- Water supplies

Infrastructure Services Group provides many of the key services traditionally associated with councils, such as water, sewerage, roads, parks and refuse collection. To provide these services council owns and manages many large and complex assets on behalf of the community.

Some of the services provided are recognised as very important to the community and would not be provided to the level expected without council's contribution and involvement.

Contribution to community outcomes

Safe and caring

- Safe homes and streets
- Fewer road accidents
- Organisations working together on agreed priorities
- Providing safe public spaces
- Families and whanau work, play and talk together
- Strong sense of community spirit
- Respect for cultural diversity/strengthening relationships between all cultures
- Support for new New Zealanders to become part of the Rotorua community
- Support for young people and older people`



Prosperous economy

- Encouraging private enterprise
- Enhancing tourism as an iconic sector of Rotorua's economy
- Encouraging development of Māori land and resources
- Reducing unemployment rate
- More investment in our district
- More employment opportunities
- More new business
- Celebrating and promoting our district's unique qualities
- Encouraging growth
- An attractive and lively city centre
- Sustainable development



Environment

- Looking after our air, land and water resources
- Improved lake water quality
- Beautiful, litter-free urban environments
- Waste reduction, re-use and recycling
- Kaitiakitanga (guardianship)
- People using and enjoying our natural environment
- Historical sites and buildings are protected and promoted
- Managing and protecting geothermal resources and our springs, trout, lakes, forests, geysers
- Encouraging sustainable modes of transport



Excellent facilities and services

- Easy to get from place to place
- Good, safe, maintained services and facilities
- Provision of good quality event, conference and tourism facilities
- Good quality infrastructure for future
- Excellent reliable communication infrastructure
- A great trans-Tasman airport



Thriving

- Lots of events including sporting, cultural, festivals, arts
- Leading edge activities and events
- Foster artistic expression, art, music, dancing, public performances and exhibitions
- Great facilities to visit e.g. museum, arts village, aquatic centre



Infrastructure Services Group cont.

Contribution to community outcomes cont.

Healthy



- Increasing recreational opportunities
- Safe drinking water
- Improved youth health
- Effective responses to developing health issues
- Warm, healthy homes

Large budget variances explained

Aquatic Centre

Council continues to examine options for the redevelopment of the Aquatic Centre. The redevelopment is expected to be partly funded by external funding. Council is looking in detail at the usage information and value of the facility as another attraction for the city before finalising potential designs and beginning discussions with possible partners. \$310,000 proposed for detailed design work has been deferred from the 2013/14 budget.

Public gardens, reserves and cemeteries

The juvenile pool within the Blue Baths complex has a serious leak problem. \$300,000 has been added to the renewals budget for this area to remove the tiles from the pool and line it with a thin layer of concrete. It is expected that this will stop the leak, but remove the attractive aesthetic of the tiles. As the Blue Baths is an important historic building for the Government Gardens and the district, the NZ Historic Places Trust will be consulted on the proposal. The cost to retile the pool is considered prohibitive and the only other alternative is to close and fill the pool.

The Kuirau Park building/foot pool renewal (\$575,000) and Kuirau Park toilets (\$145,000) has been deferred to the 2014/15 year to align with the Aquatic Centre/Kuirau Park redevelopment.

The Hinehopu toilets sewer connection (\$27,000) has been deferred to the 2014/15 year.

Roads and footpaths

\$1 million was included in the Long-term Plan for part funding of a passenger transport centre, with additional funding from NZTA. This project was not included in NZTA's three year plan so \$784,000 has been deferred from the 2013/14 year. \$250,000 for design only has been included in the 2013/14 year pending an application for funding from the BOP Regional Council regional infrastructure fund.

Sewerage schemes

It was anticipated that the Gisborne Point/Hinehopu (Rotoiti) and Rotoma sewerage schemes would be completed in the 2013/14 year. However, these schemes have now been deferred (\$2 million per scheme) until the 2015/16 financial year while Council examines waste water treatment and disposal options for the district. The Bay of Plenty Regional Council is reviewing its rules in regard to the septic tanks and this may also impact on proposed sewerage schemes. At this stage it is expected that the four remaining sewerage schemes identified in Council's Long-term Plan will be phased as:

- Rotoiti 2015/16
- Rotoma 2015/16
- Tarawera 2016/17
- Mamaku 2017/18

Tutanekai Street/Eat Street development

Originally \$400,000 was budgeted in unsubsidised roading to undertake some of the Tutanekai Street/Eat Street redevelopment. This has now been removed from the roading budget and included within the single Eat Street development project under Economic Development.

Infrastructure Services Group cont.

Funding impact statement

<i>\$ in thousands</i>	Annual Plan 2013/14	LTP 2013/14	LTP 2012/13
Sources of operating funding			
General rates, uniform annual general charges, rates penalties	32,483	28,648	27,076
Targeted rates (other than a targeted rate for water supply)	14,393	16,183	15,755
Subsidies and grants for operating purposes	10,365	2,892	2,925
Fees, charges and targeted rates for water supply	13,951	4,675	4,364
Internal charges and overheads recovered	0	13,072	12,965
Local authorities fuel tax, fines, infringement fees and other receipts	3,254	13,161	13,076
Total operating funding	74,446	78,631	76,161
Applications of operating funding			
Payments to staff and suppliers	48,876	28,588	27,941
Finance costs	7,555	9,899	9,555
Internal charges and overheads applied	0	26,805	25,884
Other operating funding applications	0	859	717
Total applications of operating funding	56,431	66,151	64,097
Surplus/(deficit) of operating funding	18,015	12,480	12,064
Sources of capital funding			
Subsidies and grants for capital expenditure	0	13,037	18,902
Development and financial contributions	0	1,274	1,253
Increase/(decrease) in debt	8,679	3,799	5,062
Gross proceeds from sale of assets	0	0	0
Lump sum contributions	0	2,068	1,293
Total sources of capital funding	8,679	20,178	26,510
Applications of capital funding			
Capital expenditure			
- to meet additional demand	1,067	14,855	16,590
- to improve the level of service (LOS)	10,373	13,613	13,087
- to replace existing assets	13,195	15,483	12,536
Increase/(decrease) in reserves	2,059	(11,293)	(3,639)
Increase/(decrease) in investments	0	0	0
Total applications of capital funding	26,694	32,658	38,574
Surplus/(deficit) of capital funding	(18,015)	(12,480)	(12,064)
Funding balance	0	0	0

Note:

Council has changed presentation of the funding impact statement by removing 'internal charges and overheads recovered' from the total operating funding. If included, the following figures would have been:

Internal charges and overheads recovered	4,968
Total operating funding	79,414
Payments to staff and suppliers	39,464
Internal charges and overheads applied	14,380
Total applications of operating funding	61,399

Surplus/(deficit) of operating funding remains the same.

Aquatic Centre

Purpose

To provide an affordable, safe, fun aquatic facility that meets the needs and requirements of the local community. In performing its role Council

must have particular regard to the contribution that this service makes as recreational facilities and community infrastructure

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide safe facilities.	Poolsafe accreditation is maintained.	Achieved	Achieved
Provide water and land based recreational opportunities.	10,500 individuals participate in Learn to Swim School programmes per term.	10,500	10,500
Provide an excellent facility and variety of services in a sustainable manner.	75% of residents are very/fairly satisfied with the level of service.	75%	75%
Provide a variety of fun and accessible activities and events.	Number of visitors to the aquatic centre per year.	320,000	320,000
	Percentage of households using/visiting the aquatic centre in a year.	65%	65%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(970)	(947)	(1,038)
Subsidies and grants	(263)	(121)	(263)
Other revenue	0	(188)	(215)
	(1,233)	(1,255)	(1,516)
Expenses			
Personnel costs	1,386	1,314	1,381
Operating expenses	1,036	1,012	1,038
Finance costs	90	58	60
Overhead	542	335	344
	3,054	2,720	2,822
Operating net cost of service	1,822	1,464	1,307
Capital expenditure			
Capital acquisitions	0	100	310
Capital replacements	323	301	323
	323	401	633
Capital funding			
Loans raised/(repaid)	0	(29)	63
	0	(29)	63
Rates required/net cost of service	2,145	1,894	1,877
Funded by rates	(2,145)	(1,894)	(1,877)

This activity is funded from general rates.

Capital expenditure

\$ in thousands		
Geothermal heating pipes	Renewal	288
Plant / Re-roofing 50 metre changing block	Renewal	35
Total		323

Engineering Services

Purpose

To ensure resource consent processes and any consequential effects on Council's infrastructural assets are managed on a sustainable basis, while

providing specialist support to Council's engineering related services.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Monitor and control the community's wastewater discharges (trade waste, stormwater).	40% of premises with a conditional trade waste consent or stormwater licence inspected each year for compliance	40%	40%
	100% of high risk premises annually monitored for compliance	100%	100%
	95% of pollution control complaints responded to within two hours.	95%	95%
Manage processes in accordance with the national code of practice for utility operators access to transport corridors.	60% of works approval notices consented within 5 days.	60%	60%
	90% works approval notices consented within 10 days.	90%	90%
	95% of works approval notices consented within 15 days	95%	95%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(285)	(578)	(569)
Subsidies and grants	0	0	0
Other revenue	(562)	(551)	(774)
	(847)	(1,129)	(1,343)
Expenses			
Personnel costs	2,447	4,500	4,641
Operating expenses	1,385	1,622	1,787
Finance costs	1	20	21
Overhead	(2,995)	(5,024)	(5,115)
	838	1,118	1,334
Operating net cost of service	(9)	(11)	(9)
Capital expenditure			
Capital replacements	9	11	9
	9	11	9
Capital funding			
Loans raised/(repaid)	(16)	0	0
	(16)	0	0
Rates required/net cost of service	16	0	0
Funded by rates	(16)	0	0

This activity is funded from general rates.

Capital expenditure

		\$ in thousands
Laboratory – plant and building renewals	Renewal	9
Total		9

Public Gardens, Reserves and Cemeteries

Purpose

To provide an open space network for casual and organised recreation; supporting social, cultural, economic and environmental community wellbeing while contributing to the community's physical, mental and spiritual wellbeing; facilities for burial and cremation; and protecting and enhancing ecological and heritage landscape values. In performing its role Council must have particular regard to the contribution that this service makes as reserves, recreational facilities and community infrastructure.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide safe parks and reserves.	95% of playgrounds comply with Playground Safety Standard (NZS:4828).	95%	95%
	100% of all new development on reserves designed to incorporate CPTED principles.	100%	100%
Enhance the aesthetic look of Rotorua in terms of quality plantings, bedding displays, interpretation and design, and appropriate access.	95% of residents very/fairly satisfied with the level of service for beautification and landscaping.	95%	95%
Protecting and enhancing reserves for the enjoyment of all	90% of residents very/fairly satisfied with the level of service for parks, reserves & playgrounds.	90%	90%
	85% of households used/visited parks, reserves and playgrounds in last 12 months.	85%	85%
Provide and maintain facilities for recreational activities.	80% of residents are very/fairly satisfied with the level of service for sportsfields.	80%	80%
	70% of households have used/visited sportsfields in last 12 months.	70%	70%
Provide adequate open space to meet community needs	Amount of reserve per 1000 population.	12ha	12ha
	90% of children's play areas within 500m of dwellings in the urban area.	90%	90%

Public Gardens, Reserves and Cemeteries cont.

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(836)	(924)	(953)
Subsidies and grants	(205)	(649)	(650)
Other revenue	(1,358)	(1,938)	(1,491)
	(2,399)	(3,511)	(3,095)
Expenses			
Personnel costs	4,097	1,126	1,161
Operating expenses	3,449	2,103	7,653
Finance costs	883	865	894
Overhead	1,677	5,514	828
	10,106	9,608	10,533
Operating net cost of service	7,707	6,098	7,438
Capital expenditure			
Capital acquisitions	1,252	1,776	952
Capital replacements	934	884	1,323
	2,186	2,661	2,275
Capital funding			
Transfer (to)/from reserves	(138)	0	0
Loans raised/(repaid)	1,181	0	0
	1,043	0	0
Rates required/net cost of service	8,851	8,758	9,713
Funded by rates	(8,851)	(8,758)	(9,713)

This activity is funded from general rates.

Capital expenditure

\$ in thousands		
Cemeteries/crematorium		
Lower device replacement	Renewal	12
Air conditioning units	Renewal	5
Public gardens		
Various reserve improvements	Level of service	21
Public toilets improvements	Renewal	31
	Level of service	124
Development of boatramps	Backlog	53
	Growth	76
Redwoods projects	Renewal	2
	Level of service	4
Kuirau Park development	Backlog	123
	Growth	22
Walkway development	Level of service	61
Entrance signage	Level of service	41
Land purchases	Growth	9
	Level of service	3
New toilet construction	Backlog	152
	Growth	153
	Level of service	150
Lakefront development	Level of service	259
Blue Baths pool repairs	Renewal	300
Renewals for parks and Tokorangi Triangle	Renewal	585
Total		2,186

Roads and Footpaths

Purpose

To provide a safe and efficient transport network that supports the district's economy, provides access for utilities and supports facilitation of events and other activities, and to promote road safety and encourage sustainable forms of travel.

Council provides important infrastructure for cyclists, walkers and to support the local bus service provide by the BOP Regional Council. Providing this infrastructure within road and footpath corridors is intended to provide safe, healthy and sustainable alternatives to using a car. Promoting alternative modes of transport help reduce congestion on our roads.

In performing its role Council must have particular regard to the contribution that this core service makes to the community as important network infrastructure and to support public transport services.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide a safe roading network.	Declining trend for injury crashes.	64	65
Provision of an efficient well maintained roading network.	95% of public bus services run on time.	Achieved	Achieved
	Cumulative road condition indice within 1.5% of national average.	Achieved	Achieved
	80% of residents are very/fairly satisfied with the roading network.	80%	80%
Provide good utilisation of public parking.	70%-90% average parking occupancy during normal business hours.	70-90%	70-90%
	65% of residents are very/fairly satisfied with parking in Rotorua city.	65%	65%
Provide transport educational and sustainability programmes that support the environment.	6 educational programmes delivered per year.	6	6

Roads and Footpaths cont.

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(34)	(33)	(34)
Subsidies and grants	(6,015)	(10,815)	(6,481)
Other revenue	(696)	(675)	(696)
	(6,745)	(11,523)	(7,211)
Expenses			
Personnel costs	667	163	168
Operating expenses	6,256	2,103	6,331
Finance costs	819	865	894
Overhead	2,652	5,514	1,135
	10,394	8,645	9,702
Operating net cost of service	3,649	(2,878)	2,491
Capital expenditure			
Capital acquisitions	4,271	11,055	4,659
Capital replacements	5,174	5,953	4,833
	9,445	17,008	9,492
Capital funding			
Loans raised/(repaid)	4,271	0	0
	4,271	0	0
Rates required/net cost of service	8,823	14,130	11,983
Funded by rates	(8,823)	(14,130)	(11,983)

This activity is funded from general rates.

Capital expenditure

		\$ in thousands
Transport (subsidised)		
Drainage renewals	Renewal	229
Minor safety projects	Level of service	537
Passenger transport infrastructure	Growth	45
	Level of service	1,550
Preventative maintenance	Growth	28
Pavement rehabilitation	Renewal	1,555
Structural replacement	Renewal	133
Traffic services renewals	Renewal	188
Road reseals	Renewal	2,832
Transport (unsubsidised)		
CBD upgrade	Level of service	19
Development assistance	Growth	57
Footpath renewals	Renewal	149
Land acquisition	Growth	52
Maori roadlines and unformed roads	Growth	60
Unsubsidised minor safety	Level of service	26
Parks roading renewals	Renewal	88
Rural seal extensions	Level of service	1,142
Amenity lighting	Level of service	52
Rural street improvements	Level of service	462
Urban street improvements	Level of service	241
Total		9,445

Rotorua Airport Infrastructure

Purpose

To improve, renew and maintain airport assets to agreed level of service for the airport operator RRAL. In performing its role Council must have particular regard to the contribution that this service makes as community infrastructure.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide reliable infrastructure to enable local and trans-Tasman airlinks to and from Rotorua	No airport closures or flight delays caused by the failure of the airport infrastructure to meet industry safety and operational standards.	Achieved	Achieved
Provide a safe airport	100% compliance with CAA regulations	100%	100%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(1,263)	(1,050)	(1,263)
Subsidies and grants	0	0	0
Other revenue	0	0	0
	(1,263)	(1,050)	(1,263)
Expenses			
Personnel costs	0	0	0
Operating expenses	191	141	144
Finance costs	3,463	4,086	4,018
Overhead	73	171	187
	3,727	4,398	4,348
Operating net cost of service	2,464	3,348	3,085
Capital expenditure			
Capital acquisitions	389	375	325
Capital replacements	179	291	173
	568	666	498
Capital funding			
Transfer (to)/from reserves	0	14	(417)
Loans raised/(repaid)	(968)	0	0
	(968)	14	(417)
Rates required/net cost of service	4,000	4,000	4,000
Funded by rates	(4,000)	(4,000)	(4,000)

This activity is funded from general rates.

Capital expenditure

	\$ in thousands	
Property purchases and noise mitigation	Level of service	233
Runway and other renewals	Renewal	179
Wetlands mitigation	Level of service	104
Southern extension	Level of service	52
Total		568

Sewerage and Sewage

Purpose

To provide for the operation and maintenance of all wastewater schemes and capital development of the urban network and treatment system, wastewater schemes not connected to the eastern trunk sewer main, and schemes

connected to the eastern trunk main. In performing its role Council must have particular regard to the contribution that this core service makes to the community as important network infrastructure.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide sewerage systems that are safe, reliable and sustainable	Reduction in number of household unit equivalents discharging to septic tanks.	N/A	Hamurana 560 Rotoiti 480 Rotoma 252 connected
	Less than 14 overflows caused by network faults (per 100km of mains) annually	14	14
	95% of customers are very/fairly satisfied with wastewater services.	95%	95%
	95% of overflows responded within 1 hour.	95%	95%
	99% of consent conditions complied with. *	99%	100%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(769)	0	0
Subsidies and grants	(2,396)	(10,997)	(8,174)
Other revenue	(27)	(72)	(5)
	(3,192)	(11,069)	(8,179)
Expenses			
Personnel costs	1,546	773	798
Operating expenses	5,107	5,986	5,891
Finance costs	428	787	894
Overhead	3,213	1,725	1,797
	10,294	9,271	9,423
Operating net cost of service	7,102	(1,798)	1,244
Capital expenditure			
Capital acquisitions	1,579	12,800	17,105
Capital replacements	1,877	2,276	5,704
	3,456	15,076	22,809
Capital funding			
Transfer (to)/from reserves	(1,921)	0	0
Loans raised/(repaid)	1,506	0	0
	(415)	0	0
Rates required/net cost of service	10,973	13,278	24,053
Funded by rates	(10,973)	(13,278)	(24,053)

This activity is funded from targeted rates and specific targeted rates for individual wastewater schemes.

Capital expenditure

\$ in thousands		
Wastewater urban		
Urban network renewals	Renewal	1,035
Land treatment renewals	Renewal	272
Pump station renewals	Renewal	102
WWTP renewals	Renewal	468
Terax thermal deconstruction plant	Level of service	621
Wastewater treatment and disposal upgrade	Level of service	650
WWTP process improvements	Backlog	2
	Growth	71
Wastewater rural		
Tarawera wastewater scheme	Growth	52
Rotoma wastewater scheme	Growth	50
Mamaku wastewater scheme	Backlog	37
	Growth	46
Gisborne Point / Hinehopu wastewater scheme	Growth	50
Total		3,456

Stormwater and Land Drainage

Purpose

To manage stormwater so that property and people are protected from flood damage and to minimise the adverse effects of stormwater run-off on the district's lakes and waterways. In performing

its role Council must have particular regard to the contribution that this core service makes to the community as important network infrastructure.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide a stormwater network that minimises the impact on the environment	No breaches of consent conditions	Achieved	Achieved
Provide a stormwater network that minimises the impact of flooding on people, their properties and livelihoods.	Less than 3 dwellings per year affected by floodwaters	<3	<3
	95% of blockages responded to in 24 hours	95%	95%
	80% of people very/fairly satisfied with stormwater drainage schemes.	80%	80%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(124)	(120)	(124)
Subsidies and grants	(44)	(43)	(44)
Other revenue	0	0	0
	(168)	(163)	(168)
Expenses			
Personnel costs	527	0	0
Operating expenses	377	1,166	1,202
Finance costs	1,040	730	762
Overhead	992	607	635
	2,936	2,503	2,598
Operating net cost of service	2,768	2,340	2,431
Capital expenditure			
Capital acquisitions	598	501	598
Capital replacements	1,729	978	1,729
	2,327	1,479	2,327
Capital funding			
Loans raised/(repaid)	598	0	0
	598	0	0
Rates required/net cost of service	4,497	3,819	4,757
Funded by rates	(4,497)	(3,819)	(4,757)

This activity is funded from general rates.

Capital expenditure

	\$ in thousands	
	Renewal	Level of service
Stormwater upgrades	267	
	Backlog	183
	Growth	253
Stormwater renewals	1,462	
	Level of service	162
Total	2,327	

Waste Management

Purpose

To manage the collection, reduction, re-use, recycling and disposal of waste in a sustainable manner. In performing its role Council must have

particular regard to the contribution that this service makes to our community as a core service for solid waste collection and disposal.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide sustainable recycling facilities for household, green waste and concrete.	Percentage of green waste and concrete recovered from total amount landfilled.	17%	15%
	Number of tonnes per annum of recycled material recovered.	4,470 tonnes	4,250 tonnes
Minimise impact on environment.	No breaches of consent conditions notified by Regional Council.	Achieved	Achieved
Provide sustainable disposal facilities.	Less than 55,000 tonnes rubbish/waste landfilled annually.	55,000	55,000
Provide efficient household waste collection service.	95% of residents very/fairly satisfied with refuse collection service.	95%	95%

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	(5,976)	(4,763)	(4,920)
Subsidies and grants	(823)	(300)	(388)
Other revenue	(565)	(690)	(712)
	(7,364)	(5,753)	(6,020)
Expenses			
Personnel costs	1,052	38	39
Operating expenses	5,789	6,810	7,276
Finance costs	431	374	307
Overhead	2,618	652	685
	9,890	7,874	8,306
Operating net cost of service	2,526	2,121	2,286
Capital expenditure			
Capital acquisitions	1,084	400	517
Capital replacements	110	106	110
	1,194	506	627
Capital funding			
Loans raised/(repaid)	(160)	0	0
	(160)	0	0
Rates required/net cost of service	3,879	2,627	2,913
Funded by rates	(3,879)	(2,627)	(2,913)

This activity is funded by a combination of general rates (\$459k) and refuse targeted rate (\$3,420k).

Capital expenditure

\$ in thousands		
Landfill renewals	Renewal	110
Landfill development projects	Level of service	1,084
Total		1,194

Water Supplies

Purpose

To provide for the operation, maintenance and capital development of all of Council's water supplies. In performing its role Council must have particular regard to the contribution that this core service makes to the community as important network infrastructure.

Measuring our achievements

Level of service	Performance measures	2013/14 target	2012/13 target
Provide water to households that is safe to drink, sustainable and has adequate pressure and flow.	100% compliance with the Drinking Water Standards New Zealand monitoring requirements.	100%	100%
	Achieve MOH gradings of minimum Cc across all water supplies.	Achieved	Achieved
	Less than 3 per 1000 properties lodge a complaint regarding low pressure during normal operating conditions.	Achieved	Achieved
	90% of customers satisfied with water services as measured by annual survey.	90%	90%
	95% of breaks responded to within 1 hour.	95%	95%
Provide educational programmes to ensure efficient use of water.	3 education programmes delivered per year.	3	3
Provide an adequate water supply for fire fighting purposes within urban fire districts.	95% of hydrants within the urban water supply areas meet the requirements of the NZFS CoP for Firefighting Water Supplies under normal operating conditions.	95%	95%

Water Supplies cont.

Activity statement

\$ in thousands	Annual Plan	LTP	LTP
	2013/14	2012/13	2013/14
Revenue			
Fees and charges	0	(9)	(9)
Subsidies and grants	(619)	(155)	(1,203)
Other revenue	(46)	0	(93)
	(665)	(164)	(1,305)
Expenses			
Personnel costs	1,664	0	0
Operating expenses	2,246	3,505	3,771
Finance costs	338	653	776
Overhead	2,111	3,367	3,474
	6,359	7,525	8,021
Operating net cost of service	5,694	7,361	6,716
Capital expenditure			
Capital acquisitions	2,267	2,669	7,847
Capital replacements	1,693	1,736	2,505
	3,960	4,405	10,352
Capital funding			
Loans raised/(repaid)	2,267	0	0
	2,267	0	0
Rates required/net cost of service	7,387	11,766	17,068
Funded by rates	(7,387)	(11,766)	(17,068)

This activity is funded from the targeted rate or specific water scheme targeted rates.

Capital expenditure

		\$ in thousands	
Urban plant improvements	Renewal		2
	Backlog		4
	Level of service		16
Ngongotaha bore sources	Level of service		310
Urban network renewals	Renewal	1,190	
Replacement of monitoring equipment	Renewal		10
Utuhina – Central storage	Backlog		9
	Growth		43
Urban meter renewals	Renewal		38
Urban network improvements	Level of service		1,885
Urban plant renewals	Renewal		365
Kaharoa plant renewals	Renewal		6
Mamaku plant renewals	Renewal		28
Rotoiti plant renewals	Renewal		8
Rotoma plant renewals	Renewal		41
Hamurana plant renewals	Renewal		5
Total			3,960

Castlecorp Group

Overview of group

Castlecorp provides infrastructural related services as a service provider for council activities.

Castlecorp delivers the following services:

- Refuse collection
- Litter clearance
- Footpath and verge maintenance
- Stormwater system maintenance
- Water supply reticulation maintenance
- Water supply pump stations and reservoir operation and maintenance
- Water supply leak detection, meter reading, and water sampling
- Wastewater reticulation maintenance including forest irrigation
- Cemetery maintenance and operation, and management of crematorium
- Sportsfield and reserve maintenance
- Public garden and horticultural maintenance
- Janitorial services
- Purchasing and maintenance of small plant and fleet vehicles
- Rural fire
- Events management - assisting before, during and after events (Night Market, Raggamuffin etc)
- CBD and satellite centre street cleaning and maintenance

Castlecorp aims to improve the quality of life of residents and visitors through provision of quality services and the maintenance of essential infrastructure, employing sound business practices based on continuous improvements to match quality and cost effectiveness of the private sector. Castlecorp not only maintains essential networks of underground services and parks, but also supports the Rotorua community by participating in a wide range of community activities, and developing close working relationships with community organisations. Customer-based strategies and a strong commitment to sustainable operations reflect the values of continuous improvement and value for customers.

Activity statement

	Annual Plan	LTP	LTP
\$ in thousands	2013/14	2012/13	2013/14
Revenue			
Fees and charges	0	0	0
Subsidies and grants	0	0	0
Other revenue	0	(332)	(471)
	0	(332)	(471)
Expenses			
Personnel costs	241	6,850	7,078
Operating expenses	0	7,061	7,295
Finance costs	63	33	33
Overhead	(1,471)	4,322	4,461
	(1,167)	18,266	18,868
Operating net cost of service	(1,167)	17,934	18,396
Capital expenditure			
Capital replacements	1,167	1,805	1,090
	1,167	1,805	1,090
Rates required/net cost of service	0	19,738	19,487
Funded by rates	0	(19,738)	(19,487)

As already noted Castlecorp was established to create a separate identity and arm's length approach to the delivery of services so that a more commercial/private sector approach to the business could be provided.

In today's operating environment the quasi-separate entity approach leads to:

- some duplication
- adversarial relationships within Council at times, and consequently some increased costs

the council will therefore discontinue the approach of accumulating all costs in the Castlecorp entity and then creating a series of journals, transfer, or recharges of these costs to other activities. Instead the cost will be directly on-charged.

Capital expenditure

	\$ in thousands	
Castlecorp – furniture and fittings and office equipment	Renewal	17
Fleet – new purchases	Renewal	1,150
Total		1,167